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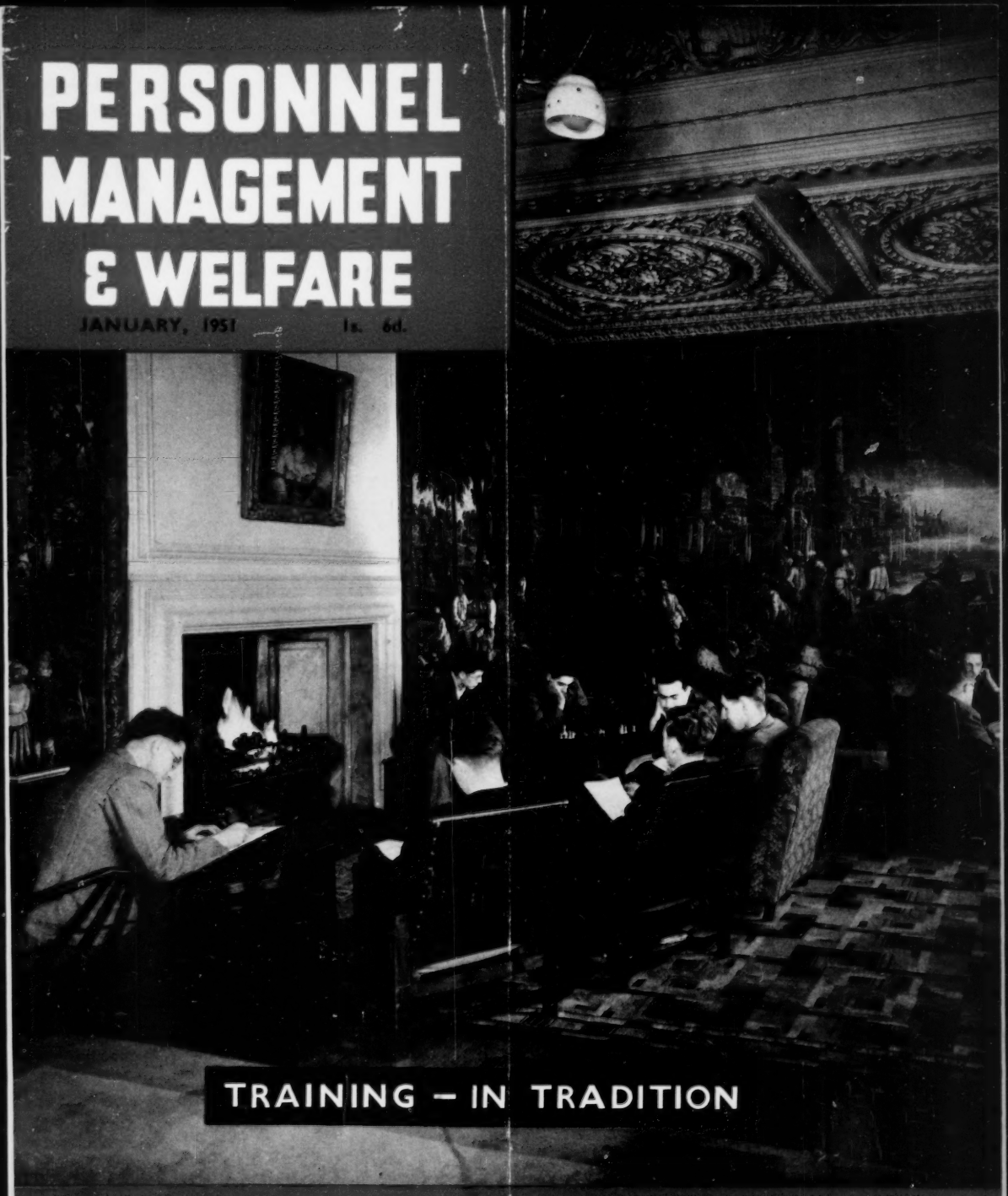

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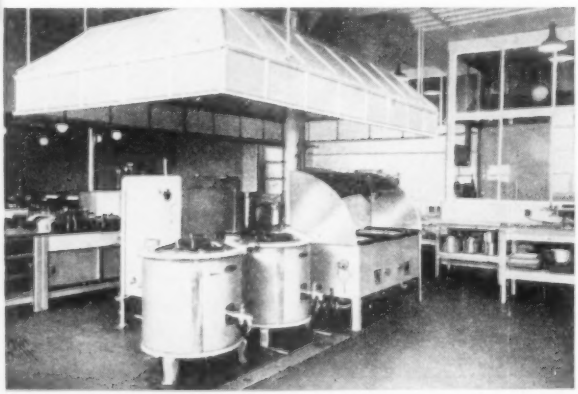

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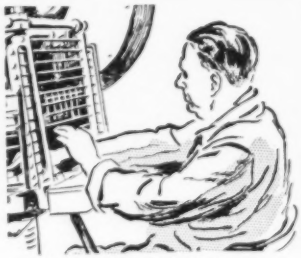

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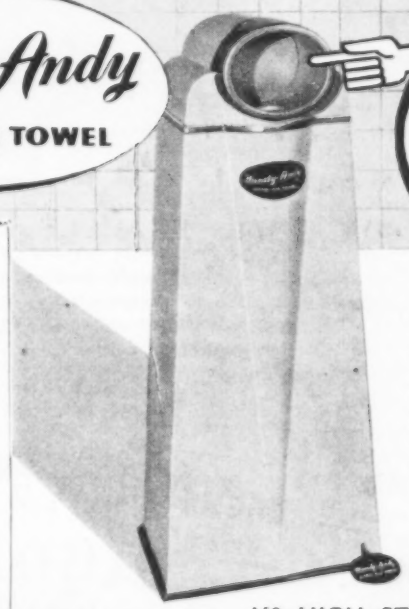

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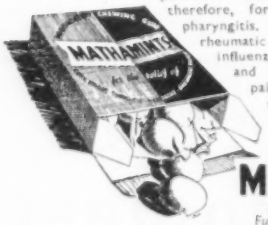

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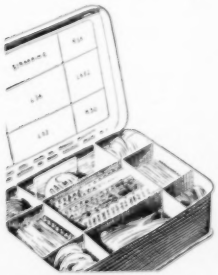

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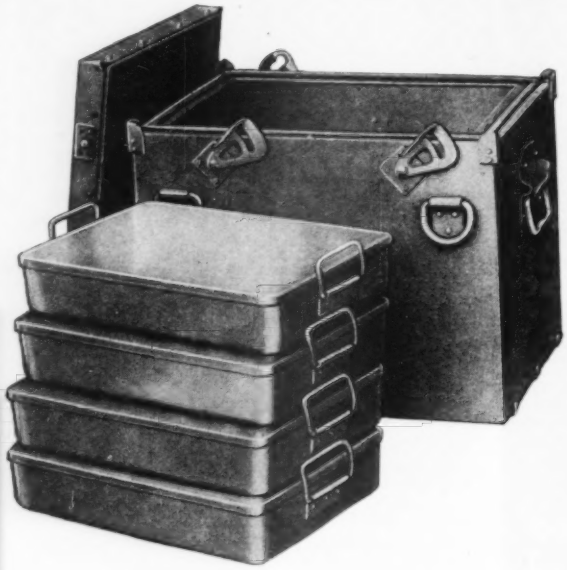

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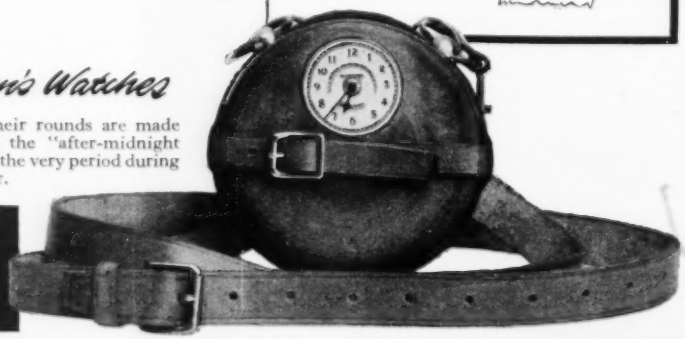

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PERSONNEL MANAGEMENT & WELFARE
INCORPORATING CIVIL DEFENCE JOURNAL AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 128 JANUARY, 1951

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COVER

Buildings of historic and architectural interest are a national heritage which most of us would wish to conserve. By the happy collaboration of the owner, Lord Bradford, and the G.E.C. Ltd., Castle Bromwich Hall has been transformed into a student-apprentices home of outstanding merit. Original tapestries and pictures have been left in the house and the rooms retain their richness and dignity. *(See story on page 310).*

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Recruiting Training and Housing in a rural area

By DUDLEY F. NEWSTEAD
Works Manager, British Acoustic Films Ltd.

IN coming to Mitcheldean, we naturally had to bring with us "key" personnel who had been trained in our other factories, but from the commencement of our operations in this area, it was our intention to make it a self-contained unit as far as possible by the use of local labour. We have, therefore, taken rather above average interest in recruitment and even greater interest in the training of the comparative "green" labour that became available to us.

It must of course be realised that the Royal Forest of Dean was designated a special area before the war. The main occupations in the area are agriculture and coalmining, the latter being a declining industry. Thus the labour we have employed and are still taking on, is faced with the need to acquire new skills hitherto untried, hence our reason for calling such labour "green."

To take these people and teach them the comparatively simple techniques of mass-production precision engineering—and this is not the contradiction in terms that it seems—has meant a virtual revolution in their lives and in the whole economy of this particular area. As a result we are drawing labour from places as far distant as Gloucester (11 miles) and Monmouth (15 miles), as well as from the villages dispersed throughout the Forest. Our transport system, as a result, has become a major production factor requiring very careful organisation and supervision.

Emphasis on Youth

In recruiting labour in such an area as this the emphasis has, quite understandably, to be on youth. The older men, the married women, are, except in very few cases, so far set in their ways that they cannot adapt themselves to a new technique. We have therefore made it our business to offer our opportunities to the growing generations, and today our average worker's age is around 32 years.

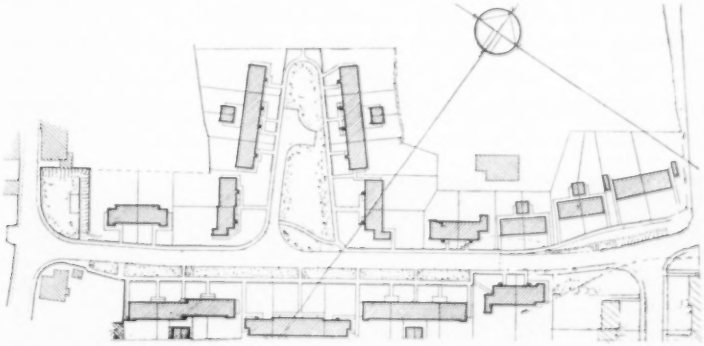
One cannot, of course, just break into a local economy and a good deal of unofficial research and contacting preceded our present recruitment plans. In brief, these are threefold:

(1) to obtain the "cream" of the elementary and secondary school leavers in our district;

(2) to get our share of those youngsters who have already decided on a technical career and have been accepted by the Gloucester Royal Technical College or the Cinderford Training and Technical School, our two main "sources" of supply;

(3) to have close liaison with the Youth Employment Committee and the Technical Training Schools.

It is my privilege to be a Governor of the local training and Technical School at Cinderford and a member of the local Youth Employment Committee. Our relations with both are very close and we are able to recruit from the areas which they cover, a good proportion of our potential technicians and operators, and my personal liaison with the local authorities has proved an undoubted advantage.



Part plan of Mitcheldean Housing Estate *(by courtesy of R.D.C.)*

First Tests

On recruitment, boys who appear to have an interest for a future in engineering, are taken on for a three-month trial and if during this period they have proved themselves keen to continue they are offered a five years' training known as a "Learnership Scheme." This scheme avoids the drawbacks of full apprenticeships by leaving the door open for withdrawal if circumstances or conditions should make this necessary. Based on his School and Youth Employment Committee Reports, each learner is given a course in the detail work of at least three of our production departments and at the end of this period, is positioned to the one for which he seems most fitted. Here, his training is continued under skilled operators, with foreman or supervisor supervision, and reports on each recruit are passed to the management every six months. Should it appear that the youth has been misplaced, we can generally ascertain from these reports the new approach which will provide him with the training for which he has special aptitude. It is seldom that it is found necessary to state

that a youth is unadaptable to any phase of our production and it is only on very rare occasions that a youth once started on his training schedule, leaves the service of the company.

Further Training

The pick of our elementary school intake, together with our recruits from higher sources is now on its way, and the next stage is the period balanced between technical and theoretical training. The company covers the costs of further education, most of which is done in the firm's time and a number of our juniors are now working towards their National Certificate and if successful will possibly continue to take their degree. For work such as ours, we need good brains and we can safely say that by careful selection, we are getting the type we need. This position is due to two main causes:

(1) Our unique situation in an area which has been starved of alternatives;

(2) the very happy liaison which we have been able to find with the local officers of the Committees of Education and Labour. Nothing but praise can be given for the way in which they have worked to give the younger citizen a chance. No trouble has been too great for them and their co-operation with the Company has been admirable.

One final point may be of interest: we are naturally planning our training schemes for both technical staff and works' operators for our requirements in the Mitcheldean factory, but we can safely say that any junior, or senior for that matter, who has made the grade with us, is quite definitely assured of consideration for positions throughout the whole of the vast J. Arthur Rank Organisation should vacancies occur and he care to make application for them. This is undoubtedly a great asset to labour recruitment.

The Problem of Housing

Unfortunately in some ways, juniors tend to grow up. They get married and they want homes, and here they are joined by quite a lot of more senior staff. "In the Forest," as we say, the problem of housing is quite as acute as in any big city and the provision of homes has been our major headache. We draw labour from approximately 400 square miles, but we have no influence at all outside the area in which we pay rates! As a result our housing scheme has had to be reduced to its narrowest limits:

(1) houses requisitioned during the war, of which we have been able to obtain "permanent" tenancies;

(2) larger houses in the area on which we have leases;

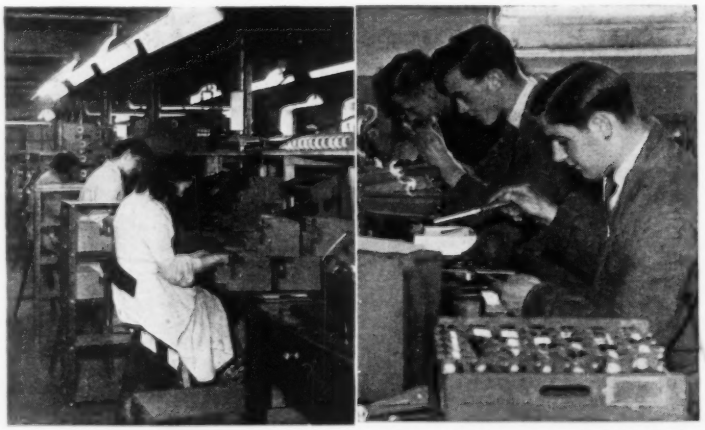
(3) houses which the Company has purchased, either for key personnel accommodation or for conversion;

(4) houses built by Local Authorities.

As regards the first and second groups we have reached saturation; the third group would show more promise were the initial outlay less exorbitant. And as regards the fourth, our position is this: we used every effort to support the local Rural District Council's application for a building grant and we have co-operated with them throughout. As a result our workers now occupy nineteen out of the thirty-eight houses built in Mitcheldean since the war, but we cannot claim to have gone anything like as far as we would wish.

We can claim to have brought a measure of prosperity to a district where now there are today no more than 2 per cent unemployed, as against 50 per cent in 1938. We have provided a chance for the best brains of the district to develop and improve. By careful recruitment, sympathetic training and the provision of a "fair deal" we can reasonably hope to maintain an effective production unit, but we should find it very much easier if the housing conditions for many of our workers could be improved so as to allow them more modern amenities and less travelling by country bus services or works transport.

Although the first move to Mitcheldean, on the fringe of the Royal Forest of Dean in Gloucestershire, was made by British Acoustic Films Ltd. (part of the Engineering Group of the J. Arthur Rank Organisation), in late 1939, full scale production of G.B.-Bell and Howell Projectors, Cameras and Accessory Equipment, together with a comprehensive range of cinematographic studio equipment, did not really begin until 1946 when the balance of the building (formerly a brewery) was released to the company. Today around 500 workers are employed on the manufacture of equipment for the Rank Organisation and for general sale. About 20 per cent of these are women and 20 per cent adolescents. Additionally the factory is planned to cover production of the "Burroughs Microfilm Recorder." Banks, insurance companies and the major industrial corporations are the natural customers for this product, but there are a number of alternatives—for example the reproduction in one reel of, say, the year's issues of such a journal as "Personnel Management and Welfare" could be stored on a 400 ft. reel of 16 mm. Microfilm, in a space of 4 in. × 4 in. × 1 in.



Young girls and youths in the Gaumont-British factory at Mitcheldean

"Worthwhile" Worker Representatives

BEST attended session at the Autumn Conference of the British Institute of Management, was the Panel Debate on "How can the more responsible workers be induced to stand for election as workers' representatives?" No definite answer was given, but the general conclusion seemed to be that management must overcome the workers' initial suspicion by convincing them of its sincerity, and by being prepared to discuss management problems—not merely lavatories and canteens.

Mr. Simpson started the discussion by saying that he believed that employers and employees got the type of representative they deserved. In the initial establishment of a joint consultative committee, little or no guidance was possible; consequently any newly established joint consultative body was very raw. Both sides must show that they sincerely wished it to be successful and workers' representatives must be encouraged to speak freely. If this can be achieved during the first year a different kind of candidate will come forward at the next election. Later he said that he considered it his duty as a personnel officer to give guidance by going on to the shop floor and making suggestions as to the workers who would make the best representatives. Oddly enough this suggestion was not commented upon.

The "Oxford" Conferences of the British Institute of Management have now it seems achieved a set pattern of discussion groups—"Panel Debates"—on a variety of previously-arranged subjects. There are in addition a number of less formal groups. We are indebted to a member of B.I.M. staff for this report of a really "worthwhile" discussion.

Freedom of Speech

Two of Mr. Simpson's proposals were opposed. The first, that there should be a "visitors' gallery" so that the workers would have an opportunity to listen in and convince themselves that their representatives could speak freely and had not been "got at," was opposed by Mr. Williamson on the grounds that it would encourage workers' representatives to play to the gallery. His second proposal was that meetings should take place out of work hours so that they did not interfere with production. This was strongly opposed by a trade union official who said that since the aim of joint consultation was to increase production it was not fair to ask workers to give up their leisure.

Mr. Cornwell, did not think the responsible worker needed any inducement; of his own volition he would feel the need to take part in his firm's activities. The trade unions and management both had responsibilities towards his education and management could help best by providing publications, such as the Ministry of Labour Gazette, which would enable him to give a balanced argument. Management could also train their apprentices in responsibility by giving them education in the organisation and problems of the firm. Management should be prepared to listen to the workers' ideas on production, and not brand a man as a Communist when in fact he is only radical with new ideas which he wants to see in operation.

Mr. Williamson, the next speaker, said that the trade unions did recognise their responsibilities. His own union were sending their officials for a month's training course at Birmingham Technical College to arouse their interest in management problems. Management must recognise their responsibility, for joint consultation had often failed because management had either failed or refused to make it dynamic. The time had now come for management to tell the workers something about the business.

Mr. Wylie, who besides being an educationist is an ex-official of the T.G.W.U., started by pointing out the possible differences in the definition of a responsible worker by the management and by the trade unions. In common with several speakers from the floor, he stressed the ambiguous position of the foreman in joint consultation.

"Don't," urged Mr. Wylie, "offer joint consultation in a patronising fashion. Offer it because you recognise that as a human being the worker has certain rights and that there are certain things he can do." He suggested that management might discuss the annual report with the workers and that if they did it might be made more objective. Education, could do a great deal in developing responsibility, but it was not intended to train substitute managers; the main task was rather to create an effective body of work-people.

Two-Way Responsibility

Mr. Bond-Williams, said that in his experience it was not difficult to get responsible workers' representatives provided the objective is limited and understood. Responsibility, he suggested, had a Siamese-twin authority, yet most of managerial arrangements were designed to reduce the authority of the worker. "If you are converting him into an automaton you cannot expect him to be responsible."

In the discussion that followed Mr. Wylie said that management needed to be educated in the aims and aspirations of the workers. The sort of talk that unemployment will only bring discipline did not go with joint consultation.

Among the points made in the discussion from the floor were: the failure of the speakers to give a method for feeding back information to the shop floor so that there was no misinterpretation; the desirability that management should put forward one of its problems at each meeting; the importance of the foremen in joint consultation; and an unexpected plea was made for the irresponsible worker, for, said the speaker, many of the present leaders have been called irresponsible in the past.

One union member from the floor summed up the discussion by saying that employees asked—"Joint consultation for what? Management must be sincere. The most effective method of getting responsible workers on to the committee is to convince them that it is worthwhile."

N.I.P. Stresses

Vital Factors In Joint Consultation

In 1948 the Institute was invited by the Human Factors Panel of the Government Committee on Industrial Productivity to conduct an enquiry into joint consultation. Studies have since been made in 157 factories, in the course of which over 4,000 interviews have been carried out. A questionnaire has been widely circulated and longer studies have been conducted in four firms.

AN audience of about 300 heard Mrs. Winifred Raphael's report on the "Inquiry into Joint Consultation," which the National Institute of Industrial Psychology has made under her supervision. As an introduction the chairman, Mr. Hamilton Temple Smith, managing director of Heal and Son, gave a few examples of the progressive way in which joint consultation was handled in his own firm. He said Mrs. Raphael could be considered the top expert on joint consultation in the country.

The inquiry has been undertaken by invitation of the Human Factor Panel of the Government Committee on Industrial Productivity and the speaker said questionnaires had been sent out to 7-800 firms. Over 4,000 interviews had been carried out in roughly 200 firms; four of these firms were studied thoroughly for two years, 157 were visited for 4-5 days each, whilst thirty-two had a short visit only. Members of all grades, from top management to the floor, had been interviewed with the aim to find out five items:

1. Facts about the firm with regard to joint consultation.
2. Organisation of formal joint consultation.
3. Organisation of informal joint consultation.
4. Attitude of the different grades to joint consultation.
5. Assessment of factors (i.e. "What has joint consultation done?").

The answers to the last question can be presented in six groups: **(1) It acts as a safety valve for grievances. (2) It allows workers to have some say (including welfare). (3) It brings out the worker's view on production. (4) It stimulates the interest of the worker. (5) It allows management and workers to get to know each others' views. (6) It provides means to help all to contribute.**

It was, of course, a question in itself, said the speaker, to determine what could be considered as "success" for joint consultation. How far could joint consultation help to solve the problems in the factory to which it was applied? She suggested that the main ways were in individual adjustment; relationships (these, however, could mostly not be discussed) realisation of common purpose; production. Amongst topics discussed, the following were mentioned as particularly frequent: holidays, hours and breaks of work, physical conditions of work, wages.

Three factors were decisive for the success of joint consultation:

(1) *The psychological factor*—Questions under this head were deemed to be based on "mutual understanding," e.g. was disturbed by irresponsible acts. The attitude of the Unions was important in this connection.

(2) *The condition of the firm*—It was considered whether the firm was large or small, centralised or decentralised, what kind of trade, etc.

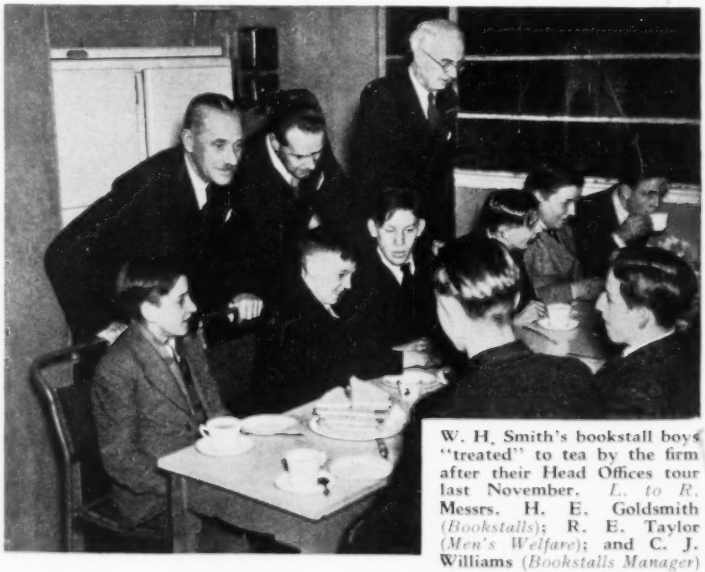
(3) *The organisation of joint consultation*—Three kinds of structure had evolved: *the Tree*, having one committee only; *the Dual*, having two parallel committees; *the Pyramid*, having departmental committees.

The investigation, said the speaker, had shown that there was no optimal or standard form for joint consultation, but that joint consultation had to be tailor-made for the individual company.

First Moves From Management

A great number of interesting statistical data were given, e.g. percentages for the importance which the various groups (from management to floor) attached to joint consultation. It appeared that management was interested in joint consultation nearly without exception, whilst on the floor there was sometimes indifference. The speaker pointed out, however, that information had been obtained from a "self-elected" group insofar as firms with complete lack of interest in joint consultation might not have answered the Institute's first questionnaire.

In a lively discussion it was suggested that joint consultation groups should visit their opposite numbers in other firms (even other trades). Very helpful ideas had been gained this way. A report on the investigation in the form of a book is in preparation.



W. H. Smith's bookstall boys "treated" to tea by the firm after their Head Offices tour last November. *L. to R.* **Messrs. H. E. Goldsmith** (*Bookstalls*)**; R. E. Taylor** (*Men's Welfare*)**; and C. J. Williams** (*Bookstalls Manager*) **with some of the boys**

Rest-Breaks for Executives

FORMERLY the private residence of the late Mr. Samuel Courtauld, Gatcombe Park, Minchinhampton, now serves as a "rest-break" house for the company's executives. The house, built in 1778, lies in the heart of the Cotswold country. Its many acres of pasture and woodland provide endless opportunities for country walks and facilities for fishing and rough shooting; and there is a golf course nearby. The house is in no sense a convalescent home; no doctor or nurses are in residence. Instead all the amenities and atmosphere of a pleasant country house have been preserved. The family of the late chairman have made a point of leaving all the period furniture, *objets d'art* and pictures, much as they were during his lifetime, although the house has been modernised to include a billiard room and up-to-date kitchen equipment.

Higher executives can take a few days' or a few weeks' holiday, at no charge to themselves. On average not more than four or six guests are in residence at one time, but there is accommodation for double that number. The house is in the charge of a host and hostess already known to most of the salaried staff whose confidence they enjoy. There are no rules or restrictions, the aim being to make guests feel they are being entertained as a private house-party. The result is that the men get a period of complete physical and mental relaxation and so prevent the possible development of a serious threat to health after a period of over-work or anxiety. Benefits derived from these visits have been considerable, and Courtaulds have established the fact that a "rest-break" is a potent factor in preserving the capacity of its most valuable workers to withstand the strain of modern industrial life.

"No Strings"

During the two years the scheme has been in existence, some two hundred guests, including visitors and those attending conferences, have enjoyed the firm's hospitality at Gatcombe Park. At first there was some reluctance on the part of managers and other executives to take advantage of these facilities; some thought it derogatory to their mental and physical powers. An invitation to the house carries, however, no implication of ill-health, but is regarded as a natural sequence to some particularly arduous period of activity. There was also a natural fear that absence from duty would cause difficulties in the departments concerned. The firm regards the health of the staff as claiming first priority, and invitations for a "rest-break" are extended in full knowledge of the circumstances involved. At present the house is open only to men, but this policy is subject to reconsideration at a later date.

The house is not only used for giving executives a holiday. It has also been used for informal conferences on matters requiring a more congenial atmosphere than that of the office, or to give scattered members of the staff an opportunity to get to know each other.

Condensed from *The Director*, October, 1950.)

JUNIOR BOARD MEMBERS' SELF-RATING

HICKOK Manufacturing Company, Rochester, U.S.A., is one of five hundred converts to the "Multiple Management" plan conceived by Charles P. McCormick of McCormick and Co., Baltimore (*see our issue of Nov.* 1948), whose basic idea is to give management responsibility to a group of young executives and so provide them with all-round management training.

Hickok adopted the plan in 1949, and although it has been in operation for less than two years both the participating junior executives and senior members of management have voted the results "excellent." Some of these results can be measured in increased sales and direct cash saving, while others can only be measured in the more intangible terms of human values. The McCormick plan was submitted to members of the Junior Board, who were selected by the company's president, and they adapted it to suit the needs of their own organisation.

Membership of the board is now wholly in the hands of the board itself. Twice a year every board member rates every other board member according to a special rating plan. Factors covered are industry, human relations, judgment, co-operativeness, initiative, poise, execution, and dependability. The three lowest rated members are replaced by election.

Membership is open to supervisory employees from all departments, and they are appointed for a term of two years. The board meets twice a month in the members' own time.

The Junior Board initiates projects of all kinds concerned with improved management policies and methods, but excepting wages and salaries, and grievances. Any member of the board can suggest a subject, and if a majority of the members agree the project is assigned to a committee for investigation. A progress report is made to each subsequent meeting of the board until the project is either abandoned, or adopted and submitted to the Senior Board. Before this last stage a project must have the unanimous consent of Junior Board members. Projects dealt with by the Hickok board have ranged from the organisation of a new sales department and a new inventory control system, to an on-the-job training plan and a new savings scheme for employees. The Senior Board have adopted more than 95 per cent of the forty-odd projects submitted by the Junior Board since the "Multiple Management" plan started. All projects are thoroughly investigated and worked out in detail with regard to such factors as: how much it will cost in initial outlay; how much it will save over a given period; how it is to be planned and carried out. In the development of a project the board may call upon any department of the company for the facts and figures it requires.

With the Junior Board now well established, Hickok are considering the extension of the plan to include the formation of a Factory Board and a Sales Board. The Junior Board is "horizontal," in the sense that it can deal with projects in any department of the company. The Factory Board is "vertical" and limited to projects concerning manufacturing personnel, management and administration.

It has been suggested that these "juniors" may tend to get "a bit above themselves" and "go haywire" at times, but Hickok maintain that this tendency is counterbalanced by the teamwork of a group composed of individuals doing varied jobs and required to reach a unanimous decision. A certain freshness of approach is an advantage rather than a disadvantage. In any case, final approval rests with the Senior Board. The value of the "Multiple Management" plan lies in the fact that it allows a man scope to develop his powers and saves him from that "insulation" which comes of working in a specific department. A company which offers such opportunities for personal development also attracts talent to its ranks, and can produce from its own staff men qualified to fill executive positions when they occur.

(Condensed from *Sales Management*, October 15, 1950.)

Electronic Selection

AN electronic "brain" that automatically selects employees for promotion ten times faster than methods now commonly used in industry, will soon be in operation at the personnel department of Allen B. Du Mont Laboratories, Inc., U.S.A. The new machine, known as "Statistical

Analyser 101," can judge employee qualifications at the rate of 450 a minute and automatically supplies a first, second and third choice. The cards fed to the machine contain "employee profiles," that is, charts summarising employees' qualifications, including scores in various psychological tests, education, special training skills, hobbies and other personal attributes. The automatic findings of the machine will not, however, be accepted as final, since the choice can only be made after a personal interview with the candidates.

(Condensed from *Supervision*, November, 1950.)

Foremen's Bonus Plan

THE American Fixtures and Manufacturing Co., St Louis, has evolved a foremen's bonus plan that really works. In 1949 productive efficiency increased 15 per cent, the company gained a saving of some 20 per cent from better methods and cost reduction, and the foremen gained an increase of 10 per cent in their pay packets.

The plan is based on 17 factors, measurable elements selected from some 47 possible factors after discussion with management, foremen and engineers. Final selection was based on three criteria:

(1) the factor had to be readily measurable;
(2) better performance of the factor had to help the company;
(3) the foreman had to have enough control over the factor to do something about it.

The seventeen factors selected are as follows: (1) productive efficiency; (2) adherence to schedule; (3) gains or losses on indirect labour budget; (4) gains or losses on tool and equipment budget; (5) scrap losses; (6) cost reduction through improved methods; (7) labour turnover; (8) absenteeism; (9) safety; (10) housekeeping; (11) performance within estimate on tool and equipment orders; (12) ratio of shipping wages to dollar volume of shipments; (13) quality-acceptance of completed jobs; (14) ratio of misshipments to total shipments (15) legitimate claims originated; (16) ratio of stores wages to dollar volume of invoices received; (17) ratio of outside trucking costs to dollar volume of shipments.

Not all these factors are used for every department. For production foremen only the first ten are used; for maintenance foremen only seven out of the first ten, plus an additional factor. These variations give the plan flexibility, and allow for production and service departments to earn a fair share of bonus.

The plan's incentive feature comes in through the use of "point values." There are two key features to this points system: (1) the system works downwards as well as upwards, that is, plus points are awarded for results that equal or better standards, and minus points for results which fall short of specified limits; (2) the value of bonus points is directly related to the foreman's salary, e.g. a point is worth 1 per cent, so that a foreman earning 90 dollars a week would get a bonus of 90 cents per point. In calculating bonus minus points are subtracted from plus points. Thus the foreman earning 66 plus points and 15 minus points gets 51 net points, and his monthly bonus (rating his salary at 90 dollars) would be 45.90 dollars.

Standards set for measuring the factors involved were based, in many cases, on budgets. In some, it was simply a matter of judgment based on past experience, but in all cases every possible effort was made to be fair. Similarly, considerable judgment had to be used in the weights assigned to factors, the aim being to reflect the relative importance of each factor to the overall-job the foreman had to do, and to the company as well.

(Condensed from *Factory Management and Maintenance*, November, 1950.)

Showers and wash fountain at the new Glasgow Corporation Cleansing Department's Welfare Centre (*see page* 312)

"JOBS VACANT" FALLACIES

A FIRM advertises a post in the hope of securing applicants preparatory to appointment. This is the very first contact between the firm and its potential workpeople, yet it is astonishing how crude and hazy many advertisements are. Personnel officers have contended that they have to use the minimum of words to save expense. But what is the use of advertising if the reader cannot determine the real nature of the advertisement?

How often is the following type of advertisement seen—"Wanted, man for office, apply in own handwriting, Box 543, "*Daily* . . ." This kind of advertisement is uninspired and uninspiring; it tells nothing, seeks nothing, and usually achieves nothing. It gives no indication as to what type of man is required, of what age, experience or salary grade, nor of the kind of work involved, the kind of office or where situated. People replying to advertisements prefer to know the identity of the advertiser, and are entitled to know to whom they are sending confidential information.

Preparation of advertisements of this type is not necessarily a specialist job. Wording should be precise; it should be attractive so as to hold the interest of the reader; and it must be informative, otherwise it fails in its primary duty to persuade the reader that this is the job he has been seeking. But these essentials can only be fulfilled if the advertiser knows exactly what he wants.

It is preferable to invite written applications in the first place and the official printed form of application has many merits. It is common experience that the majority of written applications are inadequate, and it is quite impossible efficiently to select candidates for interview from shoals of letters of this type. The official application form can be carefully built up, bearing in mind the kind of data required to form a considered opinion as to the applicant's suitability for the job. Such information can also be neatly classified, facilitating speedy reference and quick comparison of one application with another. Official forms also receive more careful attention by those who fill them in, and often reveal a wealth of useful information. They dispense, too, with the need for much routine questioning at the interviewing stage.

Testimonials

Although there is a tendency to place reliance upon professional qualifications, testimonials and references can help considerably in the final assessment of a candidate. References are superior to testimonials for two reasons: (a) they bring the selector and the third party into direct contact: and (b) it is

(*Concluded on page* 321).

REPORTED IN HOUSE ORGANS

Intercom (Igranic Electric Co. Ltd., Bedford), in an article entitled "T.W.I.+Joint Consultation = Output," reports on the application of Job Methods and Job Instruction techniques to their Stores Office. By analysing existing procedures and improving upon them, an actual saving in salaries and wages of approximately £1,500 per annum has been effected, and output has substantially increased. Throughout the whole period of reorganisation, talks with employees were held at regular intervals, difficulties explained and suggestions and criticisms invited. Staff were told at the outset that none would be declared redundant and that transfers would be by consent only. Proposals are now being made to train operators as deputies to fill gaps due to holidays, sickness or promotion. (*Please also see illustration on page 314 of this issue.*)

National Post (National Cash Register Co. Ltd., London) reports on a new technique used in one of their educational courses. A dramatic sketch shows the growth of the method of cash control as portrayed by the little shopkeeper in 1880 to the adoption of a Detail Adder in 1888, and a Total Adder in 1890. Future sessions will cover the growth of the firm, the employment of a number of assistants dealing with both cash and credit business, the adoption of the Self-Service system, and demonstrations of and the various systems of cash control used throughout its history.

Opportunity (Vernons, Liverpool), records that their Personnel Manager, Miss Muriel Kelly, has just completed 25 years' service with the company. Supervisors presented her with a silver cruet set to celebrate her Silver Jubilee.

The Bulletin (Johnson, Matthey & Co. Ltd., London) reports that an experiment was started two years ago at their Wembley branch when a local Methodist minister offered his services voluntarily as "consultant padre." Every Wednesday lunch-time he was available to members of the staff to deal with those personal problems outside the usual scope of the firm's welfare officer. The most disturbing discovery in the experiment was the evident failure of so many people to understand and adjust themselves happily to the differences inherent in personalities—particularly personalities of the opposite sex. In general, the experiment proved that there is a place in industry for some system of making available the services of an experienced minister to people who would otherwise hesitate to approach such a person.

"Welfare-In-Action"

Chairman Looks to Future

AFTER recalling the history and the aims of the Institute of Welfare, Mr. J. O. E. Steele, chairman of the Executive Council of the Institute, turned to the future for his talk to members in the "Welfare in Action" series.

The Institute was concerned with Welfare Officers in all fields, industrial, commercial, local government and social. It stood alone, unrivalled by any other organisation and rivalling none.

Most voluntary organisations pass through three stages of growth:—

(a) In the beginning nobody belongs to an Institute for what they can get out of it but for what they believe they contribute to it. They have a sense of their own responsibility in helping to meet the need for such a group.

(b) After some years of building up the membership is a mixture of those who wish to contribute and those who expect to derive some benefit.

(c) Ultimately there comes a time when the organisation is so well established that no member of the profession can afford not to belong to it.

He claimed that after five years of steady growth, the Institute was now reaching the end of the beginning and could look forward to a wider progress. It was hoped that membership—and finance—would be multiplied so that a full-time secretary could be appointed to relieve the honorary officers of some of their responsibilities. He could also go ahead, as they could not, with the development of area organisation in the Provinces, for which there was a constant demand.

The Council had, however, gone ahead with a number of worthwhile developments which would show a good return in the near future—he instanced the Institute's publications, the library service and the Advice Bureau as examples. Even more important and more valuable was the new Register of Welfare Officers seeking employment. Firms all over the country had recently been advised that the Institute could submit the names of experienced Officers for any vacancies and a number of very useful contacts had already resulted. The service should prove of the greatest value.

A Great Advance

A one-day London conference of Welfare Officers of all types was to be held in the spring of 1951, when a series of Group Discussions would be arranged. Some 2,000 persons had been sent preliminary details and it was hoped that on the basis of their replies to the questionnaire (*see below*) a great deal of useful ground could be covered. The Council considered that the time was ripe for the evaluation of the Welfare Officer's position, whether in local affairs or industry, and from such a conference it should be possible to draw up a "charter" upon which his professional status could permanently be established.

ONE-DAY CONFERENCE—"THE WELFARE OFFICER"

Return to: Conference Secretary, Institute of Welfare, 374 City Road, E.C.1

Please write a figure "1" against the subject you consider most important, a figure "2" against the next most important and a figure "3" against your third choice.

(a) The Status of the Welfare Officer - - - - - - - - .....
(b) A Code of Professional Conduct for Welfare Officers - - - .....
(c) The Education and Training of Welfare Officers - - - - .....
(d) The Basic Functions of a Welfare Officer - - - - - - .....
(e) Standards of Knowledge and Experience Required by Welfare Officers - .....
(f) The Necessity for Welfare Officers - - - - - - - - .....

If you would like to suggest an additional subject please do so on the back of this slip.

Name .....

Address .....

.....

Note: If you are in touch with other Welfare Officers who might be interested in the Conference please insert name(s) and address(es) on the back of this slip or ask them to apply to us for one of these forms.

The Training of Junior Draughtsmen

By
FRANK HOLLIDAY, B.Sc.

This article is an abridgment by the Author of one which appeared in the issue of *The Engineer* for October 6, 1950. Readers who wish to pursue this subject further will find additional information and further references in that article.

TWO boys apply for an engineering apprenticeship. The first, *A*; an intellectually very ordinary, and moreover lackadaisical boy, with little discernible ambition, scores extremely highly on certain aptitude tests—particularly those prognostic of draughtsmanship—but his score on an intelligence test is only average. The second boy, *B*, with an excellent school record, is full of ambition to enter engineering and become a draughtsman; his scores on the aptitude tests are poor, his score on the intelligence test very good. They are both accepted. *A* does excellently at engineering drawing and is extremely successful in the drawing-office, some years later. *B* shows a marked inaptitude for the subject, scoring 0 per cent in his first examination, although, of sixty-two comparable such boys over the five-year period 1941-50, 90.3 per cent were successful and 29 per cent of them obtained a "credit" mark. He proceeded to the next year's course of study (Final Ordinary National Certificate), his mark in engineering drawing and design being 27 per cent. Repeating this subject the following year, his mark was 45 per cent—a bare pass mark.

Why The Failures?

Why is *A* destined to be so successful a draughtsman and *B* a failure? The answer can only be found in the nature of the abilities called for. The late Dr. C. S. Myers writes:[1]

> "It is widely recognised now that in very varying degrees a single 'general' factor of intelligence is involved in all forms of purposeful activity; and that there are also a considerable number of 'group' factors, each of which is common to a particular group of activities and of 'special' factors, each of which is peculiar to a single, simple form of activity. There is undoubtedly a group factor underlying 'mechanical' and certain other abilities, which concern the readiness to perceive the sizes, shapes and spatial relations of objects. With this 'spatial' factor certain tests that have been devised prove by mathematical analysis to be highly saturated. In the daily work of the engineer this factor is involved in his translation of two-dimensional diagrams into three-dimensional objects, and *vice versa* (as in the reading and making of drawings), in the patternmaker's and moulder's ability to imagine the 'inverse' of a pattern or object, etc. There is reason to believe that it is also involved in the engineer's 'machine sense,' as shown in his ability to realise how a machine works—how its parts fit together, how, if one of the parts is set in motion, another will move, etc."

What is the bearing of this on draughtsmanship? Simply this, that the ability to draw and to read drawings and, generally, to be able fluently and easily to think "in the solid"—which is at the very heart of draughtsmanship—is distinguishable from and relatively independent of general intelligence. Further, this ability may be assessed with a fairly high degree of accuracy by reputable tests.

A junior of elementary school education was moved to a design drawing-office in 1939, after serving about two years in the plan room, and a further two years in the alterations department. It was confidently predicted that he would become, in due course, a good senior design draughtsman. Several years later this forecast is admitted to have been completely false. The then youth, now a man of about thirty years of age, is still an excellent draughtsman in the sense that he can draw, but he has never been able to acquire an Ordinary (to say nothing of a Higher) National Certificate, and he lacks the brains for anything other than routine draughtsmanship in a purely subordinate capacity. He can make a very competent drawing when he is told what to draw; design draughtsmanship is quite beyond his scope. His aptitude test scores were extremely high, but his intelligence test score very low. He took the tests in 1938.

This case illustrates the utter lack of control of such methods of promotion; their outcome is altogether unpredictable. But the author's investigations show that even where junior draughtsmen are chosen by examination from those apprentices having fairly high minimum academic qualifications (e.g. a good Ordinary National Certificate), the giving of aptitude and intelligence tests is desirable. And in any case, the lack of control inherent in such methods of selection is not eliminated; it is simply pushed one stage further back—to the apprentices from whom the candidates for the drawing-office examinations are to become available.

It is a common and justifiable drawing-office complaint that many of the junior draughtsmen who are excellent at drawing-board work are quite unable to cope with even the elementary mathematics of draughtsmanship. To meet this, the author collected numerous examples from the works, drawing-offices and other technical departments, which he used in teaching engineering mathematics to apprentices and junior draughtsmen. They were subsequently published in book form.[2]

Overall Policy

It cannot be too strongly emphasised that all firms should have a detailed, comprehensive policy concerning recruitment and selection and training at all levels. Selection at one level, e.g., of juniors for the drawing office comes back, partly, at any rate to the selection of apprentices, and this in its turn depends partly upon the number and quality of the boys applying to enter, and actually entering the works at a pre-apprenticeship age, a proportion of whom will, or should later become apprentices. The thing is a series of connected links.

In America, standardised tests of attainment—which must not be confused with aptitude and intelligence tests—are more widely used; for example, the Lockheed Aircraft Corporation uses such tests of draughtsmanship, so does the Western Electric Company, to cite but two instances. Dr. D. W. Cook, who is in charge of psychological testing, test research and test development and standardisation at the latter company, in which tests

(1) Myers, C. S., "Psychology as Applied to Engineering" (James Forrest Lecture for 1942), *Journal* of the Institution of Civil Engineers, February, 1942, Vol. XVII, pages 295-315.
(2) Holliday, Frank, *Calculations from Drawings*. London: Pitman. Reprinted 1947.

have been used for twenty years, gives some interesting results[3] showing the relation between test scores and subsequent "job performance" of fifty-eight junior draughtsmen. Of those who obtained above-average scores, 73 per cent were subsequently rated as above-average draughtsmen, and only 13 per cent as below-average draughtsmen. Only 4 per cent of those who obtained below-average test scores were subsequently rated as above-average draughtsmen, whereas 66 per cent were below average.

How can the relation between apprentices' test scores and their occupational proficiency be represented, and what is its extent?

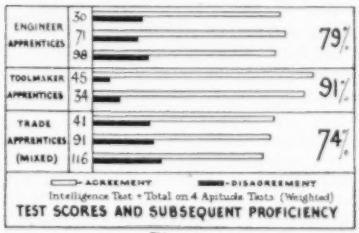


Fig. 1.

Fig. 1 shows one reasonable and fair way of answering this question. The numbers down the left-hand side are those comprising the groups of apprentices. Those in any one group were assessed for their occupational proficiency into three sub-groups: above average, average and below average. The average mark obtained some substantial time previously on some psychological tests was determined for the whole group. Apprentices were then divided into four sub-groups:-

(a) those above average on the tests and assessed as above average;
(b) those above average on the tests and assessed as below average;
(c) those below average on the tests and assessed as above average;
(d) those below average on the tests and assessed as below average.

The numbers of apprentices in each of these sub-groups were expressed as percentages of the total number in the four sub-groups. The sum of the percentages for sub-groups (a) and (d) represented "agreement," and for sub-groups (b) and (c) "disagreement." The percentage figures on the right are average figures of "agreement" for each of the three sets of apprentices, the engineer apprentices, the toolmaker apprentices and the "mixed" trade apprentices. The high degree of correspondence between test scores and subsequent proficiency speaks for itself.

A scatter graph such as that shown in *Fig.* 2 is perhaps the most direct

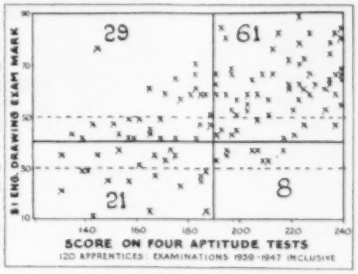


Fig. 2.

way of showing the connection between test scores and subsequent examination marks in, e.g., engineering drawing. It represents the examination marks obtained in the external SI engineering drawing examination, over the nine year period from 1939 to 1947 inclusive, of each of the 120 apprentices who sat for the examination for the first time, plotted to a base of their total scores on four short aptitude tests. The horizontal full line is drawn to correspond with the pass mark of 40 per cent in the drawing examination, and the upright full line to correspond with an "admission" score of 190. The first thing that strikes the eye is the very marked tendency of apprentices who had previously obtained good scores on the tests to obtain high marks in the drawing examination, and *vice versa*. Actually, sixty-one apprentices who "passed" on the tests subsequently passed in drawing, whereas only eight failed. (The numbers shown on the figure apply to the rectangle divided off.)

Those apprentices whose mark in the drawing examination lies between 30 per cent and 50 per cent may fairly be described as "border-line" cases. They lie between the two horizontal dotted lines 30 and 50. If the reader will cut a strip of paper so as to cover up these cases, the tendency observed above will be seen to be set more clearly still into relief. The figures in the four rectangles are now $\begin{matrix} 12 & 52 \\ 13 & 0 \end{matrix}$. There is "agreement" in 52+13 or 65 cases, and "disagreement" in 12+0 or 12 cases; i.e., "agreement" in 85 per cent of cases.

(3) Cook, D. W., "Psychological Aids in the Selection of Workers," *Personnel Series*, No. 50, American Management Association, 1941.

BETTER LIGHT SAVES ASPIRINS!

"IN one factory, when better lighting was installed, the aspirin consumption dropped from 1,000 to 600 tablets per month," said Mr. R. O. Ackerley, M.I.E.E., formerly manager of the illuminating engineering department of the G.E.C. when addressing a recent conference on "Electricity as an Aid to Productivity" organised by the Institution of Electrical Engineers.

Mr. Ackerley said that maximum productivity, regardless of the production methods employed, would not be achieved unless each worker could work at a high level of personal efficiency both as regards quantity and quality of production; unless the delay and disorganisation due to accidents were reduced to a minimum; unless absenteeism, where due to ill health or other causes, was kept at a low level; unless the shortest time was occupied in incidental activities such as movement about the factory or time spent in cloakrooms; unless effective control could instantly and easily be available whenever and wherever it was needed, and unless essential services were so arranged that plant could be laid out to the best advantage for operational sequence. Of all electrical services, lighting could contribute most to those aims, and was worthy of consideration.

Faster Work

Good lighting meant that, without more conscious effort, the worker could work faster and his ability to discriminate reduced the likelihood of errors and faulty work. It also played a material part in reducing accidents. The better the lighting, the better in general would be the health and morale of the workers. Good artificial lighting made a factory relatively independent of daylight, so that plant could be laid out to the best operational advantage without regard to the presence or absence of good daylight for any particular process.

Electricity could also make a big contribution in the field of air conditioning and ventilation. The heating, cooling, cleaning and humidifying of air and its circulation through a building were all processes for which electrical methods were peculiarly suited.

HUDDERSFIELD Town Council, after consideration of correspondence with the Home Office have appointed the Chief Constable (Mr. James Chadwick) to organise the Warden Section of the Civil Defence Division. Lieut.-Col. H. J. Forty is to be Borough Chief Warden.

Training—In Tradition

"We want a lot of engineers, but not a world run by engineers. No mass of technical knowledge can replace the comprehension of the humanities, or the study of history and philosophy."

(Mr. Winston Churchill at Copenhagen)

"It is not too much to say that these houses represent an association of beauty, of art and of nature—the achievement often of centuries of effort—which is irreplaceable and has seldom, if ever, been equalled in the history of civilisation."

(Report on Houses of Outstanding Historic or Architectural Interest.)

AT first sight these two statements would appear to have little in common, but one can trace a link between them and it is indeed possible to see in action up and down the country examples of a highly effective synthesis by which the two problems which the statements imply are proved to have to some extent a common answer. On the one hand we must agree to the assumption that in many cases the training of the engineer has become so specialised that his studies leave him practically no time to develop a full appreciation of the arts; on the other we find that there are literally hundreds of historical residences of greater or less degree in the country that are going to rack and ruin because their owners cannot afford to keep them in good repair.

An appreciation of the arts, of course, does not follow simply from living in a period house in a park; it depends upon a wide range of inspirations which cause the spark to glow and burn. Equally quite a number of historic houses are utterly unsuited to any purposes other than those for which they were originally built—another reason for their present decay. But it is, we venture to assert, a fact that environment has a direct effect on training; and to have the chance to live in one of England's stately homes can be of more than token value. This is especially true if some form of corporate, co-operative life can be organised within the framework of tradition. Will the engineer or the apprentice really benefit from an acquaintance with a beauty and a culture that lie outside his strictly scientific life? Will he, as a result, become a better engineer or a more "complete" citizen?

As regards the second question, there can be little doubt that Mr. Churchill's strictures on a race of

1. The main front of Castle Bromwich Hall is of mellowed brick with a classical porch and entrance

2. Originally the dining-room, this panelled study has every comfort

3. Students' dining-room was formerly the reception hall and has welcomed many historic visitors. Note the fine ceiling in this room

4. A kitchen for 300 years and still able to cope—but the equipment is of the latest!

technicians are deserved. A race cannot live by production alone, save among bees and ants. The more widespread a man's interests are, the better balanced will be his whole outlook. Whether or not the engineer will be the better at his job is more debatable and differing points of view are held in management circles. This is how the matter is viewed by The General Electric Company Limited, whose Witton Factories alone employ over 9,000 workers of all kinds, including around 650 apprentices.

The G.E.C. holds strongly to the view that for the executive engineer —the man who may have to take a leader's part, or represent his firm to the outside world—there is everything to be said for the broadest possible outlook on life.

The company has, therefore, developed its training schemes at the Witton Works along lines which may prove to have far-reaching results and it is so well satisfied with the progress up to date that efforts are being made to provide similar facilities at its other main works throughout the country.

A lease has been taken of one of the great houses of the Midlands which is being run as a "Hall of Residence" mainly for first-year student apprentices and a few senior graduate apprentices.

A Great House

Castle Bromwich Hall, built in 1580 for one of the earliest Warwickshire M.P.'s, had a history of continuing magnificence and prosperity for over 300 years. It was the scene of much contemporary pageantry and was visited by Royalty on numerous occasions. Queen Mary has stayed there more than once and the Earl of Bradford lent it to the Princess Royal and Lord Lascelles for a part of their honeymoon in 1923. It is still, as our pictures show, a very stately home, even after the ravages of war! The Hall with its eleven acres of gardens, now houses sixty apprentices and is in the charge of the Education and Training Officer. A matron-housekeeper, who is also a qualified nurse, is shortly to be appointed.

Student apprentices who are of School Certificate or Higher School Certificate standard and some Graduate Apprentices, whose homes are away from Birmingham, spend a year in residence here before going to one of the many approved lodgings in the city.

The headquarters of the Apprentices' Association, which serves all grades in the Witton Works, has been established at the Hall, so that non-resident apprentices, including those training as craftsmen who are usually recruited locally, may derive benefit from the historic atmosphere of this beautiful estate.

The "hobbies room" reflects the bent of most of the students

The grounds are being rapidly brought back into cultivation and the Hall should, in a short time, be entirely self-supporting in vegetables, poultry and, possibly, pigs. A considerable amount of voluntary work is done by the apprentices but the main gardens are maintained under contract.

Although at the Hall itself the amount of open space limits the facilities for outdoor games to basketball, tennis and cricket practice at the nets, extensive playing fields are available at the Witton Works for every form of sport. In addition to the usual holidays and week-ends, students have fourteen days holiday each year, seven days of which have to be earned by satisfactory conduct and progress.

Undergraduate Status

Discussing the scheme we found that the enthusiasm for the "Hall of Residence" idea springs from the conviction that it will give to the student apprentices those advantages which accrue to the graduate who has resided at a University Hall of Residence during his technical training. For the research worker an honours degree and the habit of scientific reasoning which an honours course should induce, is essential. For the young industrial engineer, however, it is often a greater advantage to get his first experience of industry as soon as he has passed his School Certificate and Higher School Certificate (now to be in some manner merged in the new "General Certificate of Education"). In this way he can combine an appreciation of the practical problems of industry with the pursuit of his technical studies for a Higher National Certificate, or external degree, and it should be remembered that possession of either award, at a recognised standard, qualifies him for membership of the Professional Institutions.

The Advantages

What then has the non-university apprentice to gain from his year in the "Hall of Residence"? In the Company's view a very great deal. The student apprentice is trained as a professional engineer and in this capacity he will need, in addition to his professional skill, leadership, with its ability to judge character, courage, team spirit, tolerance, initiative and a balanced outlook and it is just these qualities which are developed in a well organised Hall of Residence with senior apprentices acting as house captains. Although we may agree that certain of these qualities can be assimilated in the surroundings of a Nissen hut or "Pre-fab," it is obviously in an atmosphere such as that of Castle Bromwich Hall, where successive generations have played their part in the history of England, that all these qualities are most likely to be acquired.

Here, surrounded by the beauty which has so much enriched the culture of our land, these boys develop a possessive joy in carvings and panelling, in pictures and in tapestries, and

an appreciation of a tradition that cannot but be of value. They bring their parents and their friends to view the Hall just as the undergraduate takes his people round some ancient college, and their proper pride receives every encouragement.

Apprentices who have passed a year at Castle Bromwich Hall have also, without realising it, passed a fairly severe test—not only in technicalities but in manners that make men, and in those other intangibles that go to furnish the above-average executive of modern industry.

G.E.C. Runs Six Courses

Although the main purpose of this article has been to stress the advantages of a "Hall of Residence," it would not be complete without a brief reference to the various classes of apprenticeship available at the Witton Works of the G.E.C.

In all, six schemes are in operation:

(1) **Trade apprenticeship which offers excellent opportunities for boys who wish to become skilled craftsmen. Industry is in need of these men as much as professional engineers, and with the wide range of specialised trades from which to choose, a boy will probably find one that appeals to him as an interesting and useful way of earning a living.**

(2) **Drawing Office Apprenticeship for the Grammar or Technical School boy who holds a School Certificate preferably with credits in mathematics and physics, or its equivalent.**

(3) **Student Apprenticeship (Electrical and Mechanical). As already explained this course is intended for the public and grammar school boy who is training to be a professional engineer, and offers an alternative to reading for an engineering degree at a University followed by a post-graduate course in a works. The minimum qualification for this course is a School Certificate with credits in mathematics or physics.**

(4) **Graduate Apprenticeship, which provides two years' practical training for the engineering graduate.**

(5) **Vacation Apprenticeship, which enables the college student to gain some insight into industry during his long vacations.**

(6) **Commercial Trainees' Course for training boys of good education to fill positions of responsibility where engineering knowledge is not required.**

"Factory Welfare" for Corporation Cleaners

OBVIOUS initial problem in obtaining Cleansing Department labour is the persistence of the social status of an older generation, and in a period of full employment this is intensified. To find and keep men on this arduous, dirty and sometimes unpleasant work a positive change of outlook has become necessary. In their new welfare centre, Glasgow Corporation have provided what may well prove the solution, for here the Cleansing Department work has facilities unequalled in even the better factories.

The biggest personal difficulty in the past was the problem of personal hygiene and of storage of wet and filthy clothing. By provision of facilities in an official centre for the regular bathing of personnel and the drying and storage of dirty clothing, the stigma attached to such employment has been largely eliminated. The Cleansing staff can come to work decently dressed, change into working clothes, change back after the spell of duty, bath thoroughly in the interval, and leave all wet clothes to dry off, much as coalminers do.

Main entry to the new centre is through a double storey block, backed by a large water tower section and with a basement boiler house, planned as a dwelling house. On The upper floor of the building is a the ground floor are three offices, cleaner's store (for storage of towels and soap issued to the men), a switch room, controlling all the station, and, behind, a large well lit terrazo-floored and walled "Muster Room." This can be used to assemble the workers for detailing, or could later operate as a recreation, dance or concert hall. From this Muster Room entry is gained to a long passage running the entire length of one wing. First section is devoted to a lavatory with four cubicles, four wall sections and three wash-hand basins. The first Locker Room is on normal pithead-bath lines with lockers numbered 1 to 60. Each man keeps his own key. Next in line is the Bath Room, with five spray cubicles on the rear wall, two troughs on side walls, and two central pedestal basins. The next Locker Room is numbered from 61 to 120. Beyond this is the Drying Room with four rows of metal racks, each of which has two heating coils—one from the domestic source and one from the central heating system. Wet clothes are dried here and removed, when dried, to the working clothes locker. Temperature here is approximately 150° F. and extractor fans are used to maintain a suitable atmosphere.

Above, the new changing room; *opposite*, a "brew-up"

The most attractive feature of the entire wing is the hygienic, fresh, clean, bright atmosphere. Terrazo has been used for floors and walls and all dust traps have been eliminated. Lighting is excellent, both from natural sources and by overhead fluorescents. Gaily painted flush doors, central heating and other facilities plus the continuity of the decorative scheme make this probably the most excellent layout yet adopted for such baths, and certainly the most attractive devised for such workers.

Next in line are the recreation room, with 6 tables and 48 chairs, a small cloakroom, a kitchen and a dining hall. The kitchen has an urn and two electric roasters as well as other facilities. It is not a canteen so much as a kitchen in which the men prepare their own snacks or add to their carried lunches. The dining room is a 9-table, 48-seat unit. Of greatest interest is the small recreation room. This has already become the area club for the employees and is perhaps the most appreciated additional facility.

This wing (and the adjoining garage and stores) is served by the central heating system fed from the basement boiler house where two Clyde Fuel System's automatic stokers feed washed coal to the furnaces.

The adjoining garage also incorporates a number of features unusual in such a depôt, and indicative of the modern outlook of the Department. There is central heating, eight roof lights to supplement the artificial lighting, an inspection pit with internal lighting so located as to flood the chassis of the vehicle and roller doors.

The opposite wing is devoted to stores and various departmental uses. The whole is an excellent example of co-ordinated depôt operation plus welfare development. The scheme was prepared to the plans of the Master of Works Department of the city, to the details of the Cleansing Department

Three "*MUSTS*" for Your House Magazine

By JAMES T. McFADDEN

There are three ingredients essential to the success of any house organ. First and foremost comes definition of function. In other words, the purpose of having a house organ at all needs to be very clearly defined and understood by those responsible for its inauguration.

Secondly, when its rôle has been defined and its targets set, everyone who will be concerned with the function that the publication will perform, and the objective which it will try to attain, should be brought into the picture and not left to discover the fact that a house organ has been "born" for some unknown reason.

Thirdly, and of equal importance, those who are to be functionally responsible for the organ's editorial planning and compilation, presentation, production, and distribution must be fully competent and, of course, thoroughly briefed with the objective in view.

When these three conditions are observed then a basis has been laid upon which the long-term success of a house organ can be built.

THERE have been many definitions of the term "house organ," embracing practically every possible objective in the field of human endeavour that any publication could set itself to achieve. For example, the 30-year-old definition by Robert E. Ramsay—

> "any publication issued by a person, firm, organisation or corporation for distribution among any particular class of people, either for promoting goodwill, increasing sales, inducing better efforts, or developing greater returns on any form of investment."

Such general definitions must be compared with current definitions in the particular, and here one sometimes wonders if management have always given the same clarity of thought to the purpose of their respective house organs as they have to factory processes. In every facet of production there must be a well-defined purpose, obvious or otherwise, for each process. Too often is it the case: "we want a house organ: let us appoint Mr. A. to run it." Subsequently a publication appears and Messrs. X.Y.Z. have joined the very large family of companies who "have house organs."

There are at least fifty specific and valuable functions which house organs can perform, ranging from information of retail customers about a company's new products to selling aids to health and safety in the factory. It will be apparent that no single house organ can adequately cover a dozen, let alone fifty, of these functions. With some companies *media* other than house organs can more effectively perform the necessary or desired function, for the house organ is by no means the cure for all industrial or marketing ailments.

There is No Easy Way

There can be no ready-made formula to disclose what a house organ can most effectively do. It is not a toy—it has power. Each company must assess its own individual needs and upon such assessment decide the most appropriate rôle, if any, for their publication to adopt. Need it be said that assessment should be based on hard facts and not "woolly" like the reply one sometimes receives to the question, "why have you a house organ?" "We have a house organ to foster good relations." "Good relations" surely must be related to something and be created for some specific purpose, such as between management and workers to increase quantity and quality of production, or between sales headquarters and the sales staff to induce more effective sales efforts, or between all company employees to decrease costs and so increase wages. If, however, there has been no definition of function there can be no objective to aim for, and in consequence no possible progress or achievement.

The second condition of success is a logical development of the first.

(*Concluded overleaf.*)

A house organ does not function in a vacuum. Its very life-blood is the people whose interests it serves and from whom it must receive the fullest co-operation. It has been my experience that where a house organ is endeavouring to perform a particular function there sometimes is a deplorable lack of co-operation from executives whose interests are tied up with that function. This isolationist attitude is seldom due to indifference, but is usually caused by a lack of understanding.

Whatever the function of a house organ there must be a section of executives and/or operatives whose jobs are identified with that function. Top management must induce them to regard the house organ in the same light and with the same importance as they regard the specific duties they are daily concerned with. To veil the organ's function in secrecy defeats the very purpose of definition. It should be clearly ventilated and those concerned thoroughly sold on its importance and on the need to contribute to its success. When people realise that their house organ is a deliberately chosen weapon to be used for a specific purpose then there will be the optimum release of energy and effort.

The Editor and His Job

"Definition and ventilation" will, however, be ineffective if the editorial team fails to measure up to the high standards which house organ editorship imposes. The industrial editor belongs to a craft which has still to be given full recognition in this country; his essential qualities and skills are much more than an ability to write and efficiently perform the mechanical necessities of editing.

The house organ cannot but reflect the intelligence, personality and understanding of its editor, who can, over a period, probably do more to help or hinder his company's personnel progress than some of his directors. It follows that when a company views with such importance the power of the printed word they should ensure that those responsible for its direction will measure up to defined qualifications.

These will vary according to the house organ's rôle. There are, however, some basic qualities without which an editor is seriously handicapped. Obviously he must have a thorough appreciation of what his company is endeavouring to achieve and of the spheres in which it operates. He should have a balanced personality with at least an appreciation of industrial psychology. He must have an intimate knowledge of those with whom he will be in constant contact. He must have the ability to analyse and to anicipate, and present convincingly his story of those activities covered by his terms of reference.

Of great importance will be his ability to induce other people to help him, for no publication can be edited successfully within the confines of office walls. He will need correspondents in every corner of his field.

Appointing correspondents should be his first job and these appointments should not be treated casually either by the editor or top management. The fact that they are needed to ensure the success of the publication and what it is seeking to achieve should be taken into consideration. Correspondents should, for instance, be permitted to do their defined editorial work in the company's time, or if this is not possible they should be paid at an agreed rate for work done outside business hours.

If the editor uses his imagination his correspondents will receive many tokens of his appreciation, such as congratulatory letters, editorial mention and possibly an annual "party." Each correspondent must know exactly what is expected of him. There will be no vague briefs or requests to "let him have something" for the publication. So important is the function of correspondents viewed by some editors that they have gone so far as to issue a manual wherein all the do's and don'ts are carefully tabulated.

One of the most successful attempts to instruct the newly-appointed correspondent in the particular techniques of house journalism is that used by Western Electric Co., New York. This company issue a guide which is dedicated "to the men and women who report the news every month and whose sincere efforts have made the paper a vital channel of information and news." This defines in precise terms what the editor needs from his factory reporters. "Our house organ's prime need is for job stories," it explains, "because they help the paper accomplish one of its first aims—to show the rest of the department and the staff abroad what your division is doing." News is tersely defined as:

(a) Job stories;

(b) human interest stories;

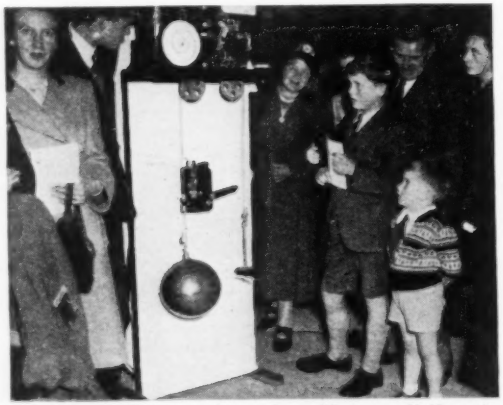
(c) stories about employees doing welfare work;

(d) stories of employees who have made practical any accident-prevention knowledge, or have averted accidents by safety practices;

(e) stories of employees' participation in an unusual way in community interests.

This company clearly understand the purpose of its house organ and is determined to leave nothing to chance where the success of the organ is concerned.

As in all things, success is built around men and ideas. If the "idea" of the house organ is right and the human element competent then nothing can prevent the house organ going from success to success.



This human-interest picture from "Intercom" (*Igranic Electric Co. Ltd.*) shows how the works magazine can be used to build up the family spirit

Privately-Administered Pension Schemes

By J. M. R. LITTLE, A.C.I.I.

BASIC reason of a pension scheme is the employer's recognition of the moral liability to make provision for employees who have served well. The benefit to the employee is clear, but the employer also gains certain advantages. He obtains a more contented staff and modified demands for wage increases. The scheme spreads the cost of making this provision over the years the employees are actually working and does not place this burden on the profits of a future generation. In addition, the employer is assisted generally by being able to retire the older employees and so promote younger people. The National Insurance Act does, in fact, provide a form of Retirement and Widows' Pension, but only at a bare subsistence level, and it does not effect the employer's responsibility to make some independent provision.

Basis for Schemes

It is usual for an employer to make some presentation to established employees at the end of their working careers; this in itself is a form of elementary pension scheme, but it lacks all arrangement and forethought. Another plan, also very common, is to retain the services of older employees on humanitarian grounds. This may tend to inefficiency and certainly blocks promotion of younger men. It is very often the reason why more responsible employees seek employment elsewhere.

A scheme may be based on a Board Meeting Minute, that a certain employee will be paid a pension and that this will be provided by some form of insurance policy. A more comprehensive scheme can be arranged, using the facilities offered by insurance companies, or what is probably the solution in many cases, a private fund may be established, with a detailed trust deed, trustees, rules and a committee of management.

A privately administered scheme has the great advantage that it is a *domestic* effort to provide income. Whether or not it is contributory, it is a joint venture, as provision is being made out of the gross profits of the firm, and this must have some direct bearing on the whole organisation, both employee and employer. To emphasise this point in full, employees can be represented on the Committee of Management. Such a committee acts on behalf of the fund in the same way as the Board of Directors controls the fortune of the parent company. The fund is, of course, a separate entity and only directly bound to the parent concern for the continuity of future contributions. It is very wise to give employees this representation so that they have a word in the day-to-day control of the fund. The balance of voting power can, if desired, be retained by those who are accustomed to dealing with the problems of management, but even so, every effort should be made to have as large an employee's representation as possible. In the event of an unexpected surplus in funds (or of a deficit) the employees' representatives have a personal share in responsibility and will naturally disseminate the news in the most effective manner —much more use than a managerial notice.

There is no standard composition of a Committee of Management and it can vary with the size and scope of each individual fund. Sometimes the trustees are members of the Committee and in others the Committee itself is appointed under the trust deed. The basic duties of a Committee are to collect contributions on the scale recommended by the Actuary, whose duty it is to give professional advice on the setting up and running of the scheme. This money will probably not be required for many years and it must be invested in the best possible manner, the securities which may be used being very often detailed in the trust deed. There are two points to bear in mind when these securities are selected: the first is, there must be humanely speaking "complete security" and second, the interest yield must be reasonable. The reason for the first is obvious and for the second, the rates of contribution are reduced in direct proportion to the rate of interest received when this rate of interest exceeds the originally estimated rate.

Benefits and rates of contribution are normally laid down in the rules attached to the deed, but there are no regulations in existence which lay down any special treatment for either of these points.

Inland Revenue Must Be Satisfied

However, in this country due to the present very high rate of taxation, it is probably not possible for any commercial concern to run a scheme without its recognition as an "approved scheme" by the Inland Revenue. This approval obtains valuable tax concessions, but it is only granted where the rules lay down pensions, benefits and the general conduct of the fund within certain clearly defined limits. Within the scope of the Inland Revenue control there is only one yard-stick that can be used to measure the efficiency of a scheme; does it provide enough pension to enable the employee to continue to live in more or less the same manner after retirement, as before? The effect of the National Insurance Pension has a bearing on this (for the lower salary grades of employees) with the result that a relatively small pension is sufficient, but as the salary levels increase the effect of the State Pension decreases.

"Approval" is normally given by the Inland Revenue, provided the trust deed sets up an *irrevocable* trust and that the rules provide for the payment of a pension to the employees of a maximum amount which cannot exceed two-thirds of final salary. At the same time, the level of pension must not be unreasonable, bearing in mind the period of service involved. The amount of pension is normally calculated as a percentage of each year's salary from the time the fund is set up until the employee is due to retire. It is possible to give recognition for years of service already past, when the scheme is constituted, based on the general level of salary during those years. Payment for this must be funded in a manner approved by the Inland Revenue, in order that maximum tax concessions may be made.

Contributions, if any, may take the form of a flat percentage of salary, the balance of the cost being made up by the employer. Where past service benefit is allowed, the cost of providing this is usually borne by the employer.

(*Concluded on page* 321.)

Trades Union Membership

AGGREGATE membership of trade unions in the United Kingdom at the end of 1949 was about 9,262,000. This was slightly less than the total at the end of 1948, when trade union membership reached the highest level yet recorded, but was more than 100,000 greater than the 1947 figure. The number of male members in 1949 was 7,602,000, and the number of females was 1,660,000.

The number of unions at the end of 1949 was 706, including 25 with headquarters in Northern Ireland. This represents a reduction of 12 on the total at the end of 1948. This reduction was the net result of the absorbtion of small unions by larger ones, the dissolution of a number of unions, and the formation of new unions. The following Table 1 shows the size of unions grouped according to membership:

In spite of the fall in the number of unions due to the tendency towards amalgamation, there are still over 400 unions (out of the total of 706) with fewer than 1,000 members each, and most of these have fewer than 500 members. But these numerous small unions only account for about 1 per cent of the total trade union membership: about two-thirds of the membership at the end of 1949 was accounted for by the 17 largest unions, and over 90 per cent by 91 unions with a membership of 10,000 or more. Although females account for less than one-fifth of the total union membership, female membership greatly outnumbers male membership in certain industry groups, notably cotton, clothing, and education. Distribution of trade union membership over industrial groups is shown in Table 2, at foot of page.

Number of Members	Number of Unions	Total Membership	Percentage of Total Number of all Unions	Percentage of Total Membership of all Unions
Under 100	132	7,000	18.7	0.1
100 and under 500	203	51,000	28.8	0.6
500 " " 1,000	72	50,000	10.2	0.5
1,000 " " 2,500	93	143,000	13.2	1.5
2,500 " " 5,000	73	258,000	10.3	2.8
5,000 " " 10,000	42	284,000	6.0	3.0
10,000 " " 15,000	22	264,000	3.1	2.9
15,000 " " 25,000	18	333,000	2.6	3.5
25,000 " " 50,000	21	738,000	2.9	8.0
50,000 " " 100,000	13	968,000	1.8	10.5
100,000 or more	17	6,166,000	2.4	66.6
Totals	706	9,262,000	100.0	100.0

Above: Table 1 ——— Below: Table 2

Group of Unions	Membership at end of 1949 Males	Females	Total
General Labour Organisations	1,828,910	281,560	2,110,470
Agriculture, Forestry and Fishing	170,460	8,250	178,710
Coal Mining	779,500	14,800	794,300
Other Mining and Quarrying	6,990	610	7,600
Treatment of Non-Metalliferous Mining Products other than Coal	15,440	16,550	31,990
Chemicals and Allied Trades	14,080	6,070	20,150
Metal Manufacture, Engineering, Shipbuilding, Electrical Goods, Vehicles and Other Metal Trades	1,581,450	58,950	1,640,400
Cotton	74,460	157,540	232,000
Other Textiles and Textile Finishing	90,630	86,590	177,220
Leather, Leather Goods and Fur	13,870	3,530	17,400
Clothing (except Boots and Shoes)	36,500	109,470	145,970
Boots, Shoes, Slippers, etc	63,950	36,770	100,720
Food, Drink and Tobacco Manufacture	49,970	21,370	71,340
Manufactures of Wood and Cork	110,410	13,430	123,840
Paper and Printing	204,180	65,920	270,100
Other Manufacturing Industries	11,400	3,310	14,710
Building and Contracting	496,100	130	496,230
Gas, Electricity and Water	29,070	3,080	32,150
Railways	560,740	27,410	588,150
Other Transport and Communications (excluding General Labour Unions)	384,500	53,920	438,420
Distributive Trades	251,450	137,980	389,430
Insurance, Banking and Finance	75,410	16,010	91,420
National Government Service	218,540	125,840	344,380
Local Government Service	257,840	109,100	366,940
Education	127,060	178,380	305,440
Other Professional and Business Services	85,750	97,140	182,890
Theatres, Cinemas, Sports, etc.	60,660	25,580	86,240
Other Services	2,630	300	2,930
Totals	7,601,950	1,659,590	9,261,540

I.W.S. REPORT SHOWS PROGRESS

LORD Trent, LL.D., D.L., J.P., Chairman of the Industrial Welfare Society, reported to the Annual General Meeting on December 5, 1950, that membership had remained at its previous level, while there had been a satisfactory increase in conferences, lectures and other services. During the year, sixteen residential conferences were attended by some 1,951 delegates, and a variety of meetings in London and the provinces were attended by over 3,400 persons, indicating that the Society was continuing to meet a positive demand for advice and information.

The Society's work was appealing to a much wider audience than in the past. Welfare had become very much a topic of the day, both nationally and in industry, and whereas formerly they were pioneering a message to the few, today they were reaching people at all levels in industry, who through joint consultation and other influences looked to them for advice and guidance. It was noteworthy that the trade union movement was becoming increasingly interested in industrial welfare.

Welfare's Place

Commenting on the part played by voluntary organisations in the nation's progress, Lord Trent stated that the State's growing concern with industrial life would not reduce the importance of the Society's work. In his opinion, the calls made upon their services would steadily increase as industry grew more and more aware of the importance of welfare both from the humanistic and the economic points of view.

Because there could be no final and conclusive answer to the questions that arise in the sphere of human relations in industry, it was important to emphasise that credit for success could not be claimed by any single function. There was a school of thought that held the view that what was loosely called "industrial welfare" was purely a facet of the job of the specialist in personnel management. Those who held this view believed that welfare was a managerial function, like sales promotion or market research, but human relations at work constituted at least a two-way traffic. Management and workers both had a vital part to play in dealing with human hopes, failings and achievements. Consideration must be given not only to how to teach people to lead, but how to inculcate response to leadership, which was a much more delicate process.

Similar considerations applied to the growth of specialisation. Every aspect of industrial welfare today seemed to be a subject for research or study, and there were bodies dealing with accident

prevention, industrial psychology, training, personnel management, and so forth. The Industrial Welfare Society took the view that its rôle was similar to that of a "consulting physician." It recognised the value of these researches but believed that they needed to be interpretated and made acceptable to management and employees alike. On any important subject there was room for more than one opinion, and the Society could play a valuable part in providing alternative opinions on current problems.

New Training Course

OWING to the great increase in the mechanisation of agriculture, the demand for specialist agricultural engineers has increased correspondingly. Additional facilities for training are now being provided by a new department of agricultural engineering at Chelsea College of Aeronautical and Automobile Engineering opened last month by the Parliamentary Secretary to the Ministry of Agriculture and Fisheries.

National Good-Housekeeping Week Plans

THE Royal Society for the Prevention of Accidents is furthering the object of the Festival of Britain by organising a national Good Housekeeping Week for British industry from April 2-7, 1951, with the two-fold object:

(a) To enlist the support of all employers and employees in securing tidiness and cleanliness in the workshop, for experience shows that they are invaluable factors in reducing accidents. Results thus achieved also increase productivity, eliminate waste and help in salvaging scrap material.

(b) To provide an opportunity for a general spring-cleaning of British factories in readiness for the Festival.

A programme of suggested activities is being drawn up and the Society is preparing special publicity material, including a booklet for distribution to factory workers. The Society's Industrial Accident Prevention Groups are helping in the local work of organisation. The support of every local authority, Chamber of Commerce and Junior Chamber of Commerce in Great Britain in making the Good Housekeeping Week a success is being canvassed.

Official Blessing

Mr. G. P. Barnett, H.M. Chief Inspector of Factories, in a personal message to the Society, said:

"It was with great interest that I learnt of the proposal of the Royal Society for the Prevention of Accidents that a National Industrial Good Housekeeping Week for British Industry should be held in 1951. I hope and trust it will have the support of all industrialists.

"The wholehearted implementation in our factories and workplaces of all that is comprised in the term 'good housekeeping' would most certainly result in a reduction in the large number of accidents which occur annually in industry owing to a lack of tidiness and a failure to conform to the maxim that there should be a place for everything and everything in its place. . . .

"I commend the proposed campaign most heartily and wish it every success —for not only would it reduce the risk of accidents, but must inevitably lead to greater works efficiency."

Industrial Injuries

THE Minister of National Insurance announced in the House recently that she had decided to accept the recommendation of the Industrial Injuries Advisory Council that nurses and certain other workers whose employment involved close and frequent contact with tuberculosis infection should be insured against disease due to such infection. The effect of prescribing tuberculosis as an industrial disease means that the successful claimant may receive 45s. a week for up to 26 weeks, and if the disease persists they may be entitled to disablement pension, dependent's allowances, and, in addition, to sickness benefit under the National Insurance Act.

Youth Employment

FIRST annual report of the London County Council's Youth Employment Service states that annual school leavers in the County of London number 35,000 and there is an estimated total of 55,000 employers requiring juvenile labour. All industries except mining and agriculture are to be found in the area. Environment and tradition have shown a strong influence on the choice of trades, such as the clothing industry in Stepney and portering in the City markets. Printing and building are popular amongst boys, but it is beyond the capacity of these industries to absorb all those wishing to enter. Engineering of all kinds has a high preference. Applications for farming are often met, but mining and textiles make little appeal. Few boys of 15 years of age are "office minded," but later age groups show an interest in most of the professions. Girls, however, show a great liking for office work, with retail distribution and hairdressing a close second.

WAGES NEWS

ASBESTOS MANUFACTURE—An agreement has been reached by the textile section of the National Joint Industrial Council for the asbestos manufacturing industry, providing a wage increase of 2d. per hour for men, 2d. for women in textile processes and 1½d. for women in non-textile processes piece-workers and juveniles will receive proportionate increases.

ENGINEERS—Both sides of the industry have agreed to accept the recommendations of the National Arbitration Tribunal, and new rates will be paid, retrospective to the first pay period after November 13. The memorandum of agreement states that this is "in full settlement" of the claim presented first on November 30, 1949. Its intention is to establish improved minimum rates for male workers, and effect some measure of simplification of the wages structure, but not to provide a general increase. A similar agreement has been reached by the Confederation of Shipbuilding and Engineering Unions and the Shipbuilding Employers' Federation.

RAILWAYMEN—The offer of the Railway Executive to increase minimum rates by 1s. 6d. per week, and advanced rates by various amounts up to a maximum of 7s. per week, was rejected by the three unions concerned. These increases were subject to the abolition of "knockers-up" for men on night duty, extensions of overtime, and an increase in the number of "lodging turns" worked by train staffs. An approach has been made to the Minister of Labour to secure the withdrawal of these conditions.

SHOP ASSISTANTS—The Union of Shop, Distributive and Allied Workers has made application for substantial wage increases for employees in a number of multiple firms in the grocery trade. Present statutory minimum for men in the provinces is £5 a week at 24 years of age; corresponding rate in London is £5 2s.; and rates for women at 24 are 71s. and 75s. The annual delegate meeting of the union passed a resolution for a minimum of £6 per week.

No More Restraint

IN its first report to the General Council of the T.U.C., the special economic committee, which is examining the question of wage restraint, has made it clear that in view of the resolution of Congress there is no possibility for continuing wage restraint even in a revised form. Nor are union leaders

generally in a mood at present to accept any form of centralised wage control.

Attention has, therefore, been devoted to those sections of the resolution covering prices and profits, and the committee is concentrating on finding some practicable means of giving effect to this part of the resolution.

The Problem of "Nomad" Labour

A SECTION of factory labour, mostly unskilled or semi-skilled, which has been constantly changing its employment since the withdrawal of the Essential Works Order, has been causing disruption and loss of production to firms in the West Bromwich area. These "nomads," as one personnel manager described them, are leaving jobs in a week or less after engagement. It is argued that some firms encourage this practice by not adhering to recognised rates of pay, but against this must be set the fact that firms offering incentive bonuses, attractive welfare schemes and social facilities, are experiencing the same difficulty.

In one firm with a payroll of 1,000 operatives not more than 200 have been with the firm for more than five years. Within the past year labour turnover has been between 200 and 300. Since January, in a department employing 180 workers, 73 have stayed less than one week. On a piecework basis men in this shop can earn £10 to £14 a week, and women over £5, yet when asked why they are leaving it is usually "for a better job." It is difficult to assess the effect in money, but apart from disruption of organisation, loss of production must have cost thousands of pounds in a year. It is suggested that the only answer to the problem is strict adherence to a standard rate for like work in the same industry.

Works' Brigades Blamed

THE Chief Fire Officer for Warwickshire stated recently that works fire brigades in the Midlands are attracting trained firemen from the depleted ranks of county brigades by offering them higher wages and a shorter working week. For the past three years increased recruiting has barely kept pace with resignations owing to this drain on manpower.

In industry a trained fireman could earn £8 15s. for a 48-hour week, compared with £6 10s. for a 60-hour week in county establishments. The additional advantages of security, a pension and free medical service now count for little under the welfare state. The Firemen's Union claim for 15s. a week increase would help recruiting, if this were passed.

Pithead Baths In Scotland

THE N.C.B. is continuing its programme of welfare facilities in Scotland and particularly the provision of colliery baths. Most recent of the eighteen new baths established in Scotland since vesting date is the Oxenfoord installation, built at a cost of £22,543 to provide for 380 men. This is one of three schemes in this group of pits and it consists of the standard pithead bath facilities, plus a medical room.

Four smaller units are being opened in Clackmannanshire. The total cost of these eighteen new baths is given as £660,000. There are nine more under construction at a probable cost of £300,000. Some thirty-eight baths, fifteen extensions, twenty canteens and fourteen cycle stores have been planned and initiated in fact or in proposals since vesting date at a total cost of £1,000,000.

Handicraft Show

OVER 470 entries were offered in fourteen classes for the first major show of handicraft work organised by the South West Scotland Electricity Board Welfare Department. The exhibition, held in Glasgow in November was attended by a very large gathering of West Scotland electrical men. Mr. J. S. Pickles and Mrs. Pickles, Mr. W. Hutton, Deputy Chairman and Mrs. Hutton were among the guests attending. Mr. Edgar, Divisional Controller was in the chair. The exhibits, covering almost every type of hobby, showed a remarkably high range of talent, a fact mentioned by the adjudicators, Mr. Andrew Nairn, Art Department Glasgow Corporation Education Department and his assistant Mr. J. Watson.

The show was the work of a joint committee of employees from all sections of the industry in the area and was organised by the Welfare Department.

Birmingham's "Whiffos"

BIRMINGHAM MINT has a club for "WHIFFOS"—Willing Helpers In Fight For Output—and the Lord Mayor of Birmingham recently visited the Club to present certificates to six new members. Membership now totals 183 out of 450 employees. Every month the works council and management elect the employee who has been the most Willing Worker that month.

Mr. Lloyd Roberts

THE Ministry of Labour and National Service announces that as from January 31, 1951, Mr. R. Lloyd Roberts, C.B.E., will relinquish the appointment which he took up in June, 1948, in charge of action for the development of joint consultation in industry and of the administration of the Personnel Management Advisory Service of the Ministry.

Mr. Lloyd Roberts served in the Ministry throughout the war as Under-Secretary for Personnel Management and Welfare Questions.

Formerly a Sunday School in a Birmingham suburb, this house has been taken over by Joseph Lucas Ltd. as a social club for employees of both sexes. Basic subscription is 10s. a year and wives/husbands may join for as little as 5s. The club is run by the workers and several Shop Stewards are on the management committee.

PRODUCTIVITY REPORT

Diesel Engineering

REPORT of the Productivity Team, which recently visited Diesel locomotive plants in the United States, urges the abolition of piecework, craft trades and trade apprenticeship as now practised in the British industry. The team found that simplification of methods and plant organisation in the American industry made specialised tradesmen unnecessary, and the absence of craft restrictive practices broadened the field from which labour could be drawn and maintained a balanced labour force. Piecework was exceptional, but a time was set for every operation and production programmes were built up in detail on the basis of those times. American employees worked a 40-hour week, compared with the 44-hour week in British industry and overtime was uncommon. In general, the American worker produced more than his British counterpart, not so much because of greater effort as because of good use of time resulting from skilful designing for productivity, good planning and service on the shop floor, and closer supervision. In addition to simplification of methods in the British Diesel locomotive industry, an enhanced hourly rate should be substituted fo piece-work and time study should be used to establish agreed standard times.

OLDBURY Employment Committee has suggested that some Council houses should be set aside for foreign workers, in addition to extra hostel accommodation, as a means of overcoming the town's labour shortage. During the year 130 European volunteer workers were placed in jobs in the area and at present there were also about 200 ex-members of the Polish Resettlement Corps working there.

E.V.W. Restrictions Relaxed

AS announced by the Ministry of Labour and National Service last July, restrictions on the employment of certain European Volunteer Workers who have been in this country for at least three years will be removed on and after January 1, 1951.

The E.V.W.'s concerned are:

(1) about 75,000 displaced persons who were recruited abroad, mainly from Germany and Austria, under the "Westward Ho" Scheme for work in undermanned industries and services in this country; and

(2) about 2,500 female displaced persons of Estonian, Latvian and Lithuanian nationality brought here under the "Balt Cygnet" Scheme for domestic work in hospitals, sanatoria and similar institutions.

European Volunteer Workers who are eligible under these arrangements should report to the Police in the district in which they are registered for cancellation of restrictions on their employment. Those who will become eligible at once should report on or after January 1, 1951; others should do so as and when they complete their three years' period. All should take with them their Police Registration Certificates and Travel Documents.

Until this has been done, they will continue to require the permission of a Local Officer of the Ministry of Labour to leave their work or to take a job. Once the employment restrictions have been cancelled, they will be in the same position as British workers so far as freedom to choose their own employment is concerned.

In some industries, however, the employment of foreign workers is either precluded or subject to certain conditions by industrial agreement. European Volunteer Workers are therefore warned that release under these arrangements does not necessarily mean that they will find every kind of employment open to them, and they are advised not to leave their present employment until they are certain of another job.

Long Service Awards

EIGHT employees of Greengate and Irwell Rubber Co. Ltd., each with over fifty years' service with the company or its associates, were Guests of Honour at a very pleasant ceremony in the firm's Manchester canteen on December 20. Along with them all the firm's Pensioners sat down to a Christmas lunch after which the chairman of the company, Mr. M. F. Frankenburg, presented each with a cheque for £50 (tax-free) as a mark of the Board's esteem.

We hope to publish a picture of the Presentation Ceremony in our next issue.

PARLIAMENTARY PARAGRAPHS

THE Minister of Labour was asked whether, in view of recent widespread industrial disputes in nationalised industries, he would set up some form of inquiry to ascertain the causes.

Mr. Isaacs stated that there had not been widespread disputes in nationalised nor other industries, and that 1950 had nearly the lowest number of strikes on record.

(*November* 14, 1950.)

Minimum Wages

THE Minister of Labour was asked whether he would amend the Wages Councils Act, 1945, to define statutory minimum remuneration as the minimum sum, however it may be ascertained, received in cash each week by workers who are paid weekly, such sum being subject to lawful deductions under the Act.

Mr. Isaacs stated that he had recently received a deputation from the T.U.C. on this matter and it was at present under consideration.

(*November* 23, 1950.)

Profit-Sharing Schemes

THE Chancellor of the Exchequer was asked whether, when framing Budget proposals for 1951-52, he would consider making tax concessions to businesses which operate co-partnership or profit-sharing schemes, conforming with certain requirements to be laid down, to encourage all businesses to operate such schemes, and to indicate Government approbation for co-partnership and profit-sharing.

The Financial Secretary to the Treasury replied that note would be taken of the suggestion, but he could not anticipate the Chancellor's Budget statement.

(*November* 23, 1950.)

Local Authorities

THE Minister of Labour was asked whether, in view of the conduct of certain local authorities, he would introduce a Bill to re-enact Section 6 of the Trade Disputes and Trade Unions Act, 1927, which was repealed in 1946, and which prohibited public authorities from requiring employees to belong to a trade union, or to refrain from so belonging.

The Minister replied, "No, Sir."

(*December* 5, 1950.)

Factory Inspectors

THE Minister of Labour was asked whether, in view of the shortage of Factory Inspectors, he was satisfied that he was attracting the right type of people as recruits; to what extent qualifications at present demanded tended to bring in recruits of a purely academic type; and whether he could indicate the number of his present staff who had had experience of earning a living in a factory before they were appointed to the inspectorate.

Mr. Isaacs stated that he was satisfied that the right type of people were being recruited. Regulations required that candidates should, in general, be university graduates but suitable candidates without this qualification who had had considerable works experience were also accepted. With regard to the third part of the question, he referred to his reply of July 20, 1950.

(*December* 5, 1950.)

Is The "Safety" Boot Really Safe?

By T. W. THOMPSON

Safety Engineer

Briggs Motor Bodies Ltd.

ALTHOUGH there are no compulsory regulations that safety boots shall be worn in any industry, yet this type of footwear can and does reduce the number of foot injuries in factories.

Common hazards can easily result in fractured toes, as when a piece of metal falls from a bench vice, or a machine table, on to a worker's foot, and it takes a surprisingly small piece of metal to cause a fracture, as a chisel, or planishing block, weighing only a few pounds, falling from a work-bench 3 ft. 6 in. in height. Or when someone is pulling a truck, which moves forward suddenly, and the front wheel may go over the toes, causing injury, there is very little protection in an ordinary leather boot.

Some form of protection is necessary for many industrial occupations and footwear having protective toe-caps have been on the market and in use in factories and other places for years. In fact, many employers provide safety boots free for their workers, whilst in other factories the employees are encouraged to wear them by being able to buy them at cost price and by a system of weekly instalments.

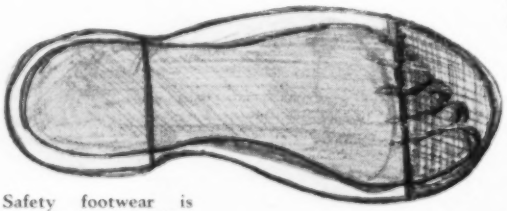
Recent Controversy

However, a controversy has arisen recently in industrial safety circles, as to whether the protective toe-cap does actually provide full protection for the toes. This protection in the type of safety footwear, which is usually found in the engineering industries, is in the form of an inner casing of protective material, built into the toe portion of the boot, forming a reinforced toe-cap, under the leather portion. (*N.B.*, "Boot" denotes boots, shoes or clogs, in accordance with the standard specifications, as worn by both males and females.)

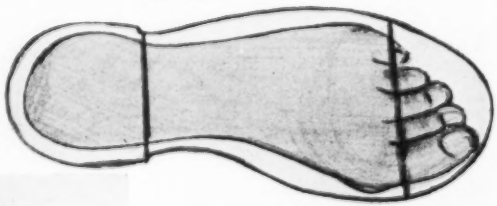
There has been and still is footwear on the market, where this material is of a hard composition, but is now recognised that a formed cap of light section high-tensile steel makes the most effective toe protector. There is a standard specification which gives the required resistance—this being equal to withstanding a blow of 150 foot lb. (*Grade* 1). This steel cap does not alter the shape of the modern safety boot and is so well concealed under the leather cap that little difference can be discerned from that of ordinary footwear, and workers can wear these safety boots equally well outside, as inside the factory. However, by feeling with the hand on your own boot, you can easily verify that this shape does not effectively protect all the toes, since the small toe and the one next to it are not completely covered by the cap. This can readily be confirmed by an X-ray photograph, which convincingly shows that the present form of safety toe-cap does not give 100 per cent efficient coverage, and the question has been raised whether some improvement cannot be made. The British Standards Institution and the Boot and Shoe Research Association are at present giving the matter their consideration, and it is hoped that a more effective design of toe-cap will be the outcome of their deliberations. For most safety officers will agree that there is room for improvement, and statistics kept by some industrial firms show that for every injury which the use of safety boots has prevented, there is another case where injury has been sustained, due to full protection not having been given to the toes.

Fashion Factor

A point which must be borne in mind, however, if a visible alteration is to be made to the shape of the toe-cap, is that the average worker does not like to wear anything that makes him, or her, look different from anyone else, and it has been found that the purchasing and wearing of protective footwear depends to a large extent on this factor, probably more with the female than with the male sex. If it is eventually decided that the steel cap of the boot shall be extended, and this would undoubtedly give increased protection, provision will also have to be made to ensure that there is no reduction in the bending and springing necessary for normal foot flexion—nor any deterioration in appearance!



Author's "X-ray" plans of safety boots, showing position of toes in relation to protective toe-caps



Safety footwear is not unsightly! Below, *left*, a "Dunlop" safety boot with special waterproof finish, *right*, a semi-brogue shoe from the "Totector" range of Wilkins and Denton Ltd.

Private Pension Schemes—*from p. 315.*

To Avoid Revenue Objections

It is not at all unusual for the Inland Revenue to take exception to certain provisions of the scheme when it is submitted to them for the first time and on these grounds refuse to give approval. A very common cause is the provision of a payment to be made in the event of the death of an employee, before he reaches retirement age, of an amount in excess of a return of the total contributions made in respect of his benefits. Another reason is the reluctance of some employers to set up an irrevocable trust. This is difficult to understand; the only explanation appears to be they have not received correct guidance on the subject. The signing of this deed has only the effect of safeguarding contributions already made for the members of the fund, and it does not bind the employer in any way to continue to make contributions.

The individual requirement for each employer must be considered in detail before any opinion can be formed as to the type of fund which should be adopted. There are numerous alternatives which can be used, and normally there is no difficulty in reconciling the personal needs of the employer with the requirements of the Treasury.

"Jobs Vacant" Fallacies
—from p. 306.

possible to seek guidance or information on specific joints. The testimonial is perhaps still the most reliable all-round medium for gaining corroboration about the applicant's suitability for the post. If it is correctly constructed it can impart a wealth of knowledge: any experienced executive can also detect the weaknesses in well-written but meaningless efforts. A properly constructed testimonial must not only contain reference to a man's technical ability, but to his temperament, character and personality. Temperament has been defined as the sum of the effects upon mental life of the chemical changes constantly taking place in the body's tissues: it may be closely allied to "disposition."

All testimonials should refer to the candidate's character, for character is closely linked with a man's inward and spiritual graces. Personality is the sum total of temperament, character, intelligence and all the other factors of life. People who read and write testimonials should be sure of the grounds on which they assess the careers of others.

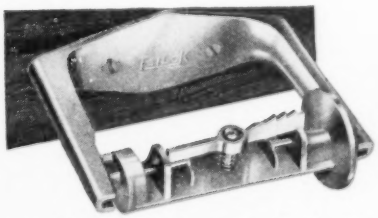
(Condensed from *Factory Manager*, November, 1950.)

SHELTER SURVEY

THE Home Office is asking all local authorities to survey the shelter requirements of their respective areas, ascertaining what shelter accommodation still remains available. On the basis of the facts thus elicited it should be possible within the next six months to plan the shelter accommodation deemed necessary in case of war. In most populous areas it is considered the H.O. circular states, that communal shelters will be best.

So far no provision has been made for factory defence and firms engaged on re-armament production, with others, are beginning to feel that something should be done for their guidance.

Cheque the Roll AND STOP THE WASTE



★ RELEASES SHORT PIECE AT A TIME
★ PREVENTS PETTY THIEVING OF NEW ROLLS
★ HYGIENIC — PREVENTS UNSIGHTLY WASTAGE ON FLOOR
★ REDUCES TOILET ROLL EXPENDITURE BY 60%

Complete including P.-T. **22/-**

Carriage paid U.K. (Special terms for bulk orders). Available in hard gloss enamel finish of Cream, White or Pastel Shade Green

To have rolls that won't stop rolling and that litter the floors with soiled toilet paper is as bad as giving a blank cheque for waste. Fit these new Toilok fixtures and save up to 60%.
Toilok releases only short piece at a time.
It prevents wasteful unrollings; unhygienic fouling of the paper and completely baulks the petty thief.
The few shillings it costs comes back in no time and with regular savings to follow.

TOILOK
TRADE MARK
TOILET ROLL HOLDER
Pat. app. for Regd. des. 858877

OUR TOILET ROLLS are also available. Medicated, 7 oz. tightly wound, soluble tissue. The "TOILOK" Holder, however, takes all good Toilet Rolls. Special quotations for bulk orders, please send for specimen and price

The sheet tears easily but does not unroll, thus preventing wastage

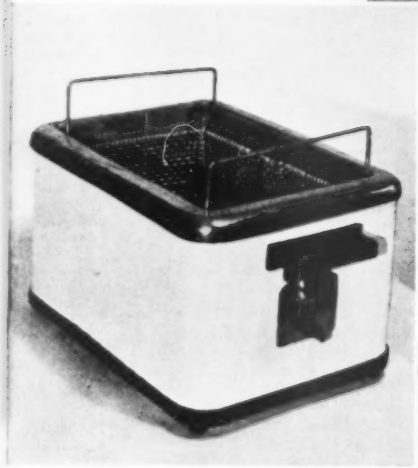
The roll swings backwards far enough to release another sheet

The toilet roll cannot be removed, but remains free to revolve

Manufacturers and Distributors: R. SCULTHORP & CO. LTD. (DEPT. I), BLACKFRIARS HOUSE, NEW BRIDGE ST., LONDON, E.C.4 CENtral 1812/3

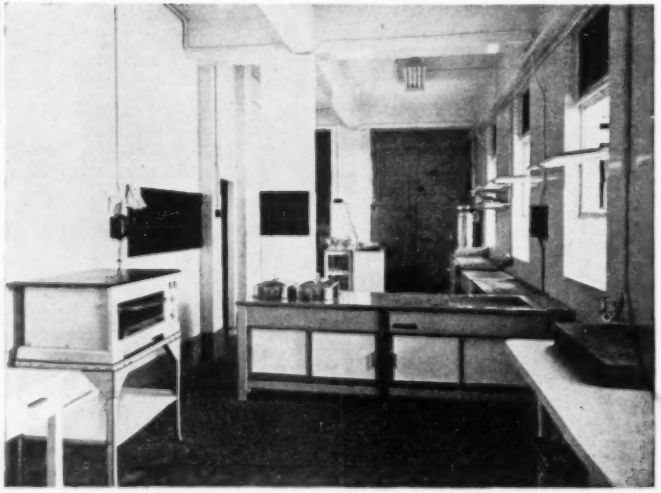
CANTEEN IN PICTURES

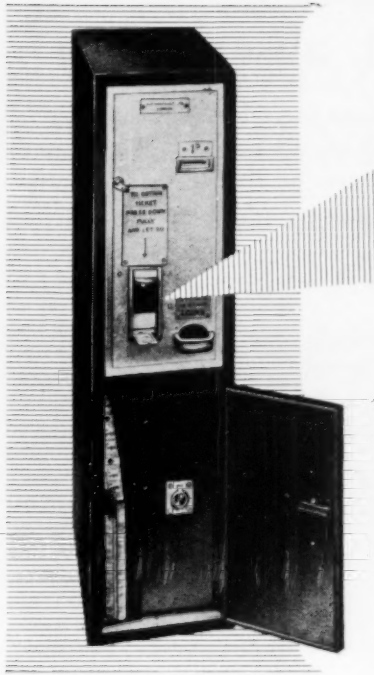
THIS month we are showing the interiors of two modern canteens and one piece of modern, streamlined kitchen equipment. We welcome illustrations of up-to-date layouts—and of transformations!



Above, an attractive new electric deep fryer shortly to be introduced by Electro Technical Industries Ltd. The appliance, which is white enamel finished, has a pleasing appearance and is thermostatically controlled. The well of die-cast aluminium is 12 in. long by 5 in. deep by 8 in. wide and is fitted with a wire basket with a non-drip attachment. The thermostat gives an accurate control to keep the oil or fat at around 365°-400°. It is suitable for A.C. only, voltage 200-250, 100-110

Above, we illustrate the canteen at the Preston (Lancs) works of English Electric Ltd. Note especially the ample space and room to move, also lighting and ventilation scheme. *Below*, is the new all-electric kitchen in the Mansion House, Nairobi, Kenya, recently equipped by Jas. Stott and Co. (Engineers) Ltd. Here again ample air-space is the keynote of a most attractive layout which comprises every requirement of modern catering





COIN-OPERATED MACHINES AVAILABLE NOW!

The Autoslot is the new coin-operated ticket issuing machine which embodies the following features for canteen cash control:

★ All cash securely collected away from service counters.

★ No cashier required — valuable asset for night shift or 24 hour service.

★ Will handle complete cash turn-over for small canteens.

★ Available on moderate hire terms.

See the Autoslot with other cash control systems illustrated at our Stand No. 32, Main Hall, Hotel & Catering Exhibition, City Hall, Deansgate, Manchester. January 31st—February 10th.

AUTOMATICKET LTD.

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Come to the

DOWNS HOTEL

HASSOCKS, SUSSEX

"just for a change"

THE DOWNS HOTEL, renowned for its exceptionally good food, perfect comfort and truly personal service, stands in 7 acres of lovely grounds at the foot of the Sussex South Downs.

It is centrally heated throughout, has gas or electric fires in all rooms and, in addition, blazing log fires in the comfortable lounges. A lift is installed for the convenience of guests.

The amenities include Putting, Billiards, Table Tennis, an attractive Cocktail Bar and spacious Ballroom; Riding and Golf nearby.

Treatment Rooms, under the Supervision of a Resident Physio-therapist, are attached to the Hotel where guests may obtain Ultra-Violet, Infra-Red ray treatments, Massage and Medicinal Baths.

The Hotel is only a few minutes from Hassocks station which is on the main London-Brighton line, an hour from London by frequent, fast electric trains.

Terms are from 7 gns. weekly. The Manageress will gladly quote you special rates for a long stay, if you will write—or 'Phone HASSOCKS 630

How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.

Roller towels mean waiting and congestion—lost hours—transmission of germs—expensive laundry bills.

Moisture Magnet—Hi-Dri towels absorb every drop of moisture. Will not disintegrate when wet.

DISPENSER CABINETS SUPPLIED FREE ON LOAN

Hi-Dri
PAPER TOWELS

WITHOUT OBLIGATION

Write or 'phone today for details, or ask for a demonstration of Hi-Dri paper towels and further proof that they can help you cut absenteeism.

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Telephone: VICtoria 1951/2

INDUSTRIAL EQUIPMENT That Raises Production Efficiency

(VENTILATION)

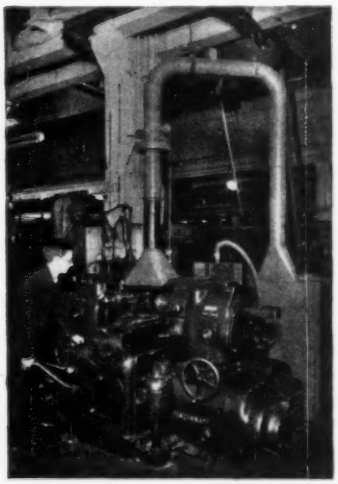
Collection of Cast Iron Dust

MACHINING operations carried out on cast iron cause a considerable dust and dirt nuisance. The light floating dust settles on roof trusses, light fittings and adjacent machinery slides and inaccessible parts causing considerable wear and tear on valuable machinery and damage to paintwork. In addition, it creates unpleasantly dirty conditions for all operators in the vicinity.

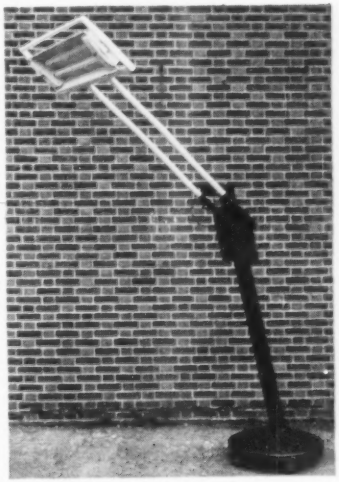
Many firms are realising that their overhead costs are being increased by this nuisance and are finding the answer by installing *DRYTEX* and *DRYMAT* unit dust collectors.

Illustration below shows a *DRYMAT* collector applied to a Duplex horizontal milling machine with counter-balanced overhead canopy-type hood. It will be noted that in each case, the cleansed air is re-circulated and does not impose any extra load on heating.

Each of these collectors is a compact, self-contained, fully-motorised dust extraction plant, dust being deposited in easily removable containers. Patent features ensure a maximum filtering area in a minimum of space. The *DRYTEX* unit is designed for the lighter and smaller applications and the *DRYMAT* for heavier and larger duties. **(PM/317.)**



(LIGHTING)



Portable Strip-Light

WHERE high roof lighting does not give sufficient light in factories, workshops, construction projects, etc., a new portable lighting unit now available, may have particular application. It is a portable, adjustable "standard" type of fluorescent unit, useful where a high degree of light intensity is desired near the floor.

Either twin 2 ft., or single or twin 5 ft. fluorescent lighting troughs, according to model, are mounted on the outer end of a twin tubular boom. The inner end of the boom swivels on a trolley which travels on rails between the twin tubes of the inclined pillar. The boom assembly is balanced by weights running inside the pillar tubes. The whole assembly swivels on ball bearings at the base and castors are provided for easy running on industrial floors. Tipping of the unit is prevented by use of a heavy steel base.

The light, which is easily manipulated from the hand rail around the lamp trough, can be either the maximum lamp height of 12 ft. at a reach from the base edge of about 4 ft., or as in a smaller model, a maximum height of 6 ft. with a reach of about 3 ft. Other sizes, to meet any special need, are also procurable. **(PM/318.)**

(SAFETY)

New Floor-Surfacing

AN extremely hard-wearing rubberised floor paint, resistant to mild acids and alkali attack is now being produced by a London firm. The makers claim that a two-coat application will greatly improve the appearance of concrete and wooden floors and give a new lease of life to worn linoleum. Available in eight attractive colours, "Factron" Rubberised Floor Paint is easily applied by unskilled labour, and its alkali-resistant nature permits direct painting of new concrete, dispensing with the usual neutralising treatment. Washable and easily polished, it will withstand the heaviest foot traffic and is especially suitable for use in factories, offices, canteens, rest rooms, etc. **(PM/319.)**

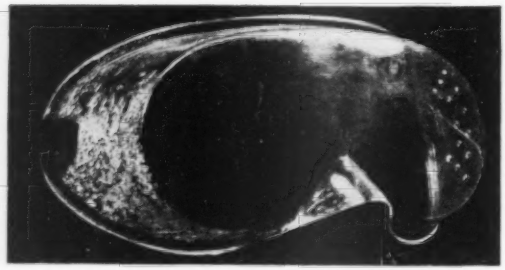
Testimonial for Goggles

THE following testimonial has been recently received by the manufacturers of the "Panorama" Safety Goggle:

"We think you may be interested to hear how a pair of your "Panorama" Goggles, Model 212a, saved the sight of a senior member of our staff during an incident at one of our chemical works.

"Briefly, the circumstances were that a sight glass to a chemical vessel became under pressure and burst, spraying the person with mixed acid (sulphuric and nitric).

"We are enclosing a photograph of the pair of goggles actually worn, from which you will observe that the main force of the spray was taken on the side of the goggles on the ventilation holes. Examination of the



A photograph of the goggles referred to in the testimonial published on previous page. Though damaged they are still 100 per cent effective

goggles revealed that none of the acid had passed through the holes, and the wearing of this pair of goggles undoubtedly saved the man's sight." **(PM/320.)**

New Flexible Eye Protectors

THE new "Uno" transparent goggle has a flexible frame (it can actually be tied in a knot) and the face-piece, affixed with press-studs, is

readily replaceable. The advantage of these two points will be realised when one considers that rigid construction almost demands the individual fitting of each goggle and that damage to a fixed face-piece means supplying a complete new outfit.

As it is the goggle moulds itself to the contours of the face no matter which of the three standard sizes is chosen, thus preventing the occasional splash which falls between the goggle and its wearer. At the same time if the screen is pitted or damaged it can be replaced in a matter of seconds.

These goggles are made in three glare-resisting colours as well as clear and are fully ventilated. **(PM/321.)**

Office Dust Extractor

DUST, the office workers "hazard," can create an ever-increasing and ever-accumulating problem. In offices where thick carpets, shelves of books, awkward corners are in abundance, and in commercial premises where heavy traffic creates undue dirt, the problem is most noticeable. Makers of the *Model* 33, a heavy duty suction cleaner, claim to have found the answer to commercial cleaning of the most onerous kind.

Made in two sections, this three-wheeled, adaptable suction cleaner has been specially designed for commercial and light industrial use. It is made of robust materials and attractively finished. First section of the unit, the cover, includes the motor and the filter shaker, while the second section, or body, serves as the dust container.

Various attachments are supplied and are fitted to the cleaner by means of a hose. This hose is connected to the body of the unit by a snap action, ball-bearing coupling. **(PM/323.)**

Hand Cleanser

MAKERS of *Swarfega*—a new hand cleanser—claim that their product will remove all greasy and ingrained dirt, printer's ink, tar, rubber compound, cobbler's wax and many dyes, quickly and effectively, without harm to the skin and without scrubbing.

An antiseptic preparation, this cleanser features a cleansing base which dissolves compounds by simply rubbing over the skin area and then rinsing off. If necessary, and where no water for rinsing is available, the cleanser can be wiped off with just a dry cloth. The dissolving action of *Swarfega* makes unnecessary the use of harsh abrasives, alkalis, petrols or industrial solvents which have been found harmful to the skin, their use often leading to irritating skin conditions. **(PM/324.)**

(GENERAL)

Photo Copying

SPECIALLY designed for the small user, whose output of photo-copies does not require the use of a large frame or a continuous machine, this new photo-copying frame will appeal on account of its sound design and economy in working.

Actual exposure of the sensitised materials is controlled by rotating the lamp carrier. This is done by moving the lever at the left-hand end of the frame, and the equipment can easily be operated by a junior.

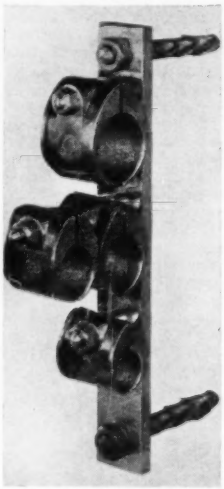
The unit is a double elephant size for copies up to 40 in. by 27 in. All castings and sheet metal parts are finished in sheen green stove enamel. The cover is made of green canvas, and the hand grips are protected by a plastic covering. Floor space required is 4 ft. 6 in. by 2 ft. **(PM/325.)**

Illustrated *right*, is the "Chaseside" 30° angle-dozer for trench-filling, etc. Machines of this type save the labour of many men for more productive work and can be used for a variety of purposes (PM/322.)

INDUSTRIAL EQUIPMENT
That Raises Production Efficiency

Claw Type Cable Cleats

RECENT development in claw-type cable cleats are designed to satisfy the need for a universal assembly which can be easily built up and modified—on site—to suit any arrangement or re-arrangement or cables. Die-cast in a magnesium-free silicon-aluminium alloy chosen for its strength, light weight and good resistance to corrosion, these cleats are available in either the single-bolt fixing or the two-bolt fixing type, depending on cable size. The design of an assembly is such that the cleat cannot rotate on the backstrap when the fixing bolt is tightened, and the two identical halves are dowelled together to ensure their correct alignment and the proper clamping of the cable. **(PM/326.)**

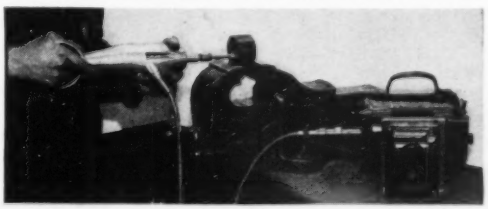


Reciprocating Hand-Tool

A NEW 2¾ lb., 12 in. long reciprocating hand tool, which provides a means of mirror-finishing angles, bores and radii on round and shaped drawing dies, is now on the market. The tool can also be used for filing, honing, etc., where positive reciprocating action is needed.

Free from vibration, the hand tool gives 700 $\frac{3}{16}$ in. strokes per minute and is shown in operation on a hexagonal tungsten carbide die, with the electrics, which are also supplied, mounted on a common base, and fitted with a hand-grip for portability.

The unit is driven by a ½ h.p. motor through the medium of a 4 ft. 6 in. flexible drive. **(PM/327.)**



Bulldozer and Grader

POWERED by a 100 b.h.p. Leyland, six-cylinder Diesel engine and featuring all-wheel drive and all-wheel steering, the new 99-*H* grader has easily-operated full hydraulic control. All adjustments, from positioning the blade to steering by all four wheels, are by finger-tip pressure valve handles in the cab.

Blade is 13 ft. long and has a side-shift range of 4 ft. 2 in. and an extreme blade reach of 10 ft. 1½ in. beyond the rear tyre. The operator does not have to leave the totally-enclosed cab to move the blade to positions including the complete reverse, the vertical, or the various banking angles.

A range of attachments is available for use with the grader. These include the scarifier (even tine); bulldozer; earth loader; snow plough and snow wing. Of the two brakes fitted, one is a foot-operated hydraulic expanding brake and the other a hand-applied mechanism. Grader dimensions are as follows: wheel base, 18 ft. 8 in.; length, 24 ft. 3 in.; height with cab, 10 ft. 1 in.; width, 7 ft. 10¾ in.; turning radius, 30 ft. **(PM/328.)**

Electric Hoist

NOTED for its first-class design and adaptability, this electric hoist is substantially built to an excellent specification. It is a wire rope type hoist for high-speed operation.

The load-bearing members of the chassis are all steel. Gearing is machine-cut from solid steel and mounted on ball-bearings. The rope control is by power-operated guides, making possible occasional operation with off-centre loads.

The hoist possesses a number of safety features which are worth noting. It has a self-resetting, adjustable limit switch, which can be set to allow any hook travel between the top and bottom positions.

The wires are of best plough steel, 100-110 tons u.t.s. 6/19 construction and pre-formed. The minimum factor of safety is 5-1, and the load hook conforms to B.S.S. 482, and will gradually straighten out if overloaded.

The electro-magnetic brake is automatically applied by spring pressure when the current is "off." Lowering is effected under power, so that the motor itself restrains the load, and there is no difficulty in lowering a light hook. The hoist motors are totally enclosed, crane type, squirrel-cage, half-hour rated, while the travel motors are standard squirrel-cage type, continuous rated. Standard speeds are 110 f.p.m. up to 1 ton. **(PM/329.)**

Spray-Gun

NEW development in spray gun design is to be found in the *Model* 600, which features an air pressure control device. With this, mottling can be done under accurate control with air at normal spraying pressure, and fine control is available for delicate shading. The gun can be used straight off a high-pressure line.

Light in weight, being constructed of high tensile duralumin, the *Model* 600 is suitable for all types of work, including applying vitreous enamel. It is well balanced and embodies a comfortable grip, features which help to eliminate excess fatigue when using for long periods. Three sizes of gravity cup are available, the ½ pint, ¾ pint and 1½ pint, and are made from spun copper, having screwed lids. An assortment of nozzles can be obtained, depending on the material to be sprayed. **(PM/330.)**

LOOKING AHEAD — WELFARE & PRODUCTION EQUIPMENT TO BE INSTALLED

Accrington.—The T.C. will discuss further with the M.H. the offered allocation of fifty houses for key staff of British Electricity Authority at Huncoat Generating Station.

Ashton-in-Makerfield.—Lancs Planning and Development Committee has agreed to use of a site at East Lancashire Road by Tootal Broadhurst Lee Co. Ltd.

Beckton.—North Thames Gas Board proposes a scheme of redevelopment at Beckton Gas Works, to cost about £10,000,000.

Birmingham. — Smith, Stone and Knight Ltd., 84 Colmore Row, Birmingham, have a scheme to reconstruct their mills. The cost of the work is estimated at £100,000. Erection of a plant to manufacture silicones is proposed by the Dow Corning Corporation of America. B.B.C., Portland Place, London, W.1, have plans to erect a new headquarters. Webley and Scott Ltd., Weaman Street, propose erection of a new factory.

Brighton.—Brighton Corporation has approved appointment of W. H. Scanlan, 56 Buckingham Gate, London, S.W.1, as the architect for a new factory of 80,000 sq. ft. at Hollingbury for Kent Bros. Electric Wire Co., and E. H. Phillips Ltd. A new factory at Hollingbury Industrial Estate, for T.C.—H. J. Paris Ltd., 210 Church Street, Hove, £22,331.

Bromborough, Ches.—A site has been purchased on Bromborough Port Industrial Estate by James Cottle and Co. Ltd., Liverpool and Chester, for proposed new bakery. A licence will be obtained.

FIRST AID HANDBOOKS

ANATOMICAL DIAGRAMS AND CHARTS FOR LECTURES
HUMAN SKELETONS
for sale

H. K. LEWIS & Co. Ltd.
136 GOWER STREET, W.C.1
Telephone: EUSton 4282

Bromyard, Hereford.—The U.D.C. has approached Worcester Windshields Ltd., with an offer of buildings and sites in the Bromyard area to accommodate the whole of firm's works.

Cardiff.—Stewarts and Lloyds Ltd., Corporation Road, Newport, have plans to erect new premises. A site at Colchester Avenue will be developed industrially by Lionite Specialities.

Chichester.—C. Shippam Ltd., East Walls, propose new factory and offices, at £100,000.

Coventry. — The T.C. is recommended to lease land at Torrington Avenue to Glass (Coventry) Ltd., and to Veasey and Sharples Ltd. Transport and General Workers' Union are applying to the T.C. for allocation of a site at corner of Cox Street and Gosford Street for erection of offices and assembly rooms. New premises, at £25,000, are proposed by Bed and Mattress Co., of West Orchard, Coventry.

Consett.—Application has been made for a licence to build a workmen's club and institute at Deneburn Terrace, The Grove, Consett, and the erection of an hotel at Moorside.

Crawley, Sussex.—Messrs. W. S. Atkins and Partners, 158 Victoria Street, London, W.1, are the consulting engineers for erection of a new factory at Crawley proposed by A.P.V. Co. Ltd. The cost of the scheme is estimated at £500,000.

Doncaster.—The Borough Surveyor is preparing plans for the provision of messroom accommodation at Balby sewage works.

Driffield.—B. E. Bradshaw and Sons Ltd., Bell Mills, propose rebuilding mills at a cost of £50,000.

Eastbourne.—T.C. approval recommended for an amended plan to erect a new building at Bourne Street reconstruction area, for Eastbourne Motor Body Works Ltd., 2 Duke Street, Eastbourne.

East Kilbride.—Scottish Industrial Estates Ltd., 3 Woodside Place, Glasgow, C.3, have plans for an industrial estate at Nerston.

Glasgow.—Warehouse and canteen at Davidson Road, S.E., for William MacConnell and Co. Ltd. Contractors: R. MacGill, 100 Crownpoint Road, Abercrombie Street, Glasgow, S.E. A

GLASGOW *(continued)*

new staff canteen, to cost £15,255, is proposed by the T.C. at the City Chambers. Messrs. Wylie, Shanks and Wylie, 120 Blythswood Street, Blythswood Square, Glasgow, W.C.2, are the architects for a large new factory proposed at Abbotshill Road. The cost of the scheme is estimated at £128,750. John N. Watson and Co. Ltd., David Street, propose offices and canteen alterations, and will have plans prepared by James Taylor Thomson and MacCrae, 212 Bath Street, Glasgow, W.C.2. A new factory is proposed on site of 45 Glencloy Street, by Kelvin Crisp, 1857 Maryhill Road, Glasgow. An amended scheme for a canteen at Polmadie Works, to cost £54,000, has been approved by the T.C.

Grantham, Lincs.—Aveling-Barford Ltd. have plans to extend their works at Grantham, to cost £100,000, and will place a contract for the work in the near future. Site levelling works have already commenced.

Greenock. — Scottish Industrial Estates Ltd., 3 Woodside Place, Glasgow, C.3, have plans to erect new factories. Messrs. Watson Salmond and Gray, Central Station Buildings, Union and Gordon Street, Glasgow, C.1, are the architects for two factories on Caird's shipyard site proposed by Scottish Industrial Estates Ltd., Glasgow, and to be occupied by John Drummond and Co. Ltd., Greenock, and John Mitchell and Co. Ltd., Greenock.

Gwyrfai.—Tenders will be invited shortly by the R.D.C. for a new factory, to cost £50,000.

Hainault, Essex.—Mr. J. Greed, 14 Hill Street, Richmond, Surrey, is the architect for a new factory proposed by Tuck and Co. Ltd.

Hull.—The T.C. will lease a site at 38-42 Goulton Street, to F. Abba and Co. Ltd., for industrial purposes.

Hyde, Cheshire.—Plans approved: Reconstruction of demolished building and extensions to factory at High Bank Mills, Chadwick Street, for Nelson and Co. (Labels) Ltd.

Leigh, Lancs.—T.C. approval received for plans of a new Labour club proposed at Edna Road by the Labour Party.

London, E.—Clarke, Nickolls and Coombes Ltd., Waterden Road, E., propose extensions, to cost £250,000. Reconstruction of Premier Mills, E.16, is proposed by J. Rank Ltd., 107 Leadenhall Street, E.C.3.

London, S.W.19.—Permission to erect a factory is sought by Huntley and Sparks Ltd., Deburgh Road, Wimbledon.

Ely.—The Eastern Electricity Board, St. Neots, will erect a canteen and workshops at Cambridge Road.

Manchester.—a big new factory is planned at Wythenshawe by Ferranti Ltd.

Manchester. — Young Men's Christian Association, has placed a contract with Gerrard and Sons Ltd., Swinton, near Manchester, for erection of a new hostel at Manchester. The cost of the scheme is estimated at £130,000.

Middlesbrough.—T.C. approval received for a new hostel on Thorntree Estate, to cost £36,000.

Newcastle - upon - Tyne. — Revised plans by Arthur and Kirkup, 13 Swinburne Street, Gateshead, for factory and offices in Brinkburn Street, for the United Wire Works Ltd., have been approved. Erection of canteen and offices in Shields Road for Cut-Outs Ltd. Architects: Stephenson and Gillis, Saville Chambers, North Street, Newcastle-on-Tyne.

Newark-on-Trent. — A scheme of storage expansion, to cost £1,000,000, is proposed by Associated British Maltings Ltd.

Newmarket.—Final stages have been reached with regard to the establishment of a large factory at Exning, for Magnetic Devices Ltd.

Ilford.—A new factory is proposed by Lynn, Smith and Co. Ltd., Ley Street, Ilford.

Kilmarnock.—A new carding and spinning factory for Gemmill and Dunsmore, Townholm Mill, Kilmarnock.

Kirby-in-Ashfield, Notts.—A new factory is planned by Fordham and Burton Ltd., of East Kirby.

N. Ireland—Cookstown.—A new factory at Burn Road, for Daintifyt Brassiere Co. Ltd., Cookstown.

Osgoldcross, Yorks.—An application by Contract and Works Supply Co. (Tom Parry) Ltd., Hallgate, Doncaster, to construct a cement works between Cridling Stubbs and Womersley has been approved by the Ministry of Town and Country Planning.

Peterborough.—T.C. approval recommended for plans to erect a pair of hostels at Churchfield Road, for Rutland Masonry Works Ltd., 165 Cromwell Road, Peterborough. The T.C. has received an additional allocation of 100 houses for employees of Baker Perkins Ltd.; Peter Brotherhood Ltd.; F. Perkins Ltd. and Hotpoint Electrical Appliance Co. Ltd.

Redcar.—Imperial Chemical Industrial Industries announce that it is intended to build a large works at Wilton, near Redcar, Yorks, which will cost several million pounds. The factory will take several years to build, and is intended for the manufacture of synthetic fibre known as terylene, a textile fibre.

Salford.—A five-storey building is planned at Greengate, New Bridge Street, by Greengate and Irwell Rubber Co. Ltd. Plans approved: Brewery extensions at Union Street and Cook Street, for Threlfalls Brewery Co. Ltd., Liverpool. Clothing factory at Springfield Lane, for J. and M. Bartle Ltd.

Scotstoun, Dumbartonshire.—Messrs. F. A. MacDonald and Partners, 11 Woodside Crescent, Woodlands Road, Glasgow, W.C.2, will prepare plans for two schemes proposed at South Street, Scotstoun, by Bull's Metals and Melloid Co. Ltd.

Sheffield.—The T.C. is recommended to lease sites to G. Adams for extension of light engineering factory at Cross Smithfield, and to G. A. King for erection of printing works at Snow Lane.

Southend.—Sentinel Products Ltd., 12 St. Andrew's Grove, N.16, have plans to erect a new factory.

South Shields.—J. M. Angus, Hanover Square, Newcastle-on-Tyne, is the architect for new premises in Green Lane for the Simonside Social Workmen's Club. The work will cost about £18,000 and a building licence is to be sought.

Stockton-on-Tees. — Tenders have been obtained for converting a store into a canteen on Corporation Quay, for the Council. Plans by the Borough Architect.

Surbiton. — Plans submitted: A transport café at Leatherhead Road; architects, Nightingale, Page and Bennett, Eagle Chambers, Kingston-on-Thames. New factory at Davis Road, for E. W. Wallaker and Co. A factory at Roebuck Road, for Toolworks Ltd. Factory at Davis Road, for Berryland Instruments Ltd.

Swansea.—New premises are proposed by Hughes, Morgan and Co. Ltd., Burrows Yard, Port Tennant, and by Parkin and Co. Ltd., for which the architects are Marcus Leaver and Co., 42 Sackville Street, W.1.

Thornaby-on-Tees, Yorks. — The architect for a canteen, dance hall, concert hall and apprentices' school at Teesdale Ironworks, for Head Wrightson and Co. Ltd., is F. W. Turnbull, White House, Carlton, near Stockton-on-Tees.

Tynemouth.—Clarence Solomon, St. Mary's Place, Newcastle-on-Tyne, is the architect for the erection of a single-storey factory and office block in Norham Road for Linkleter Ltd., makers of patent ship fittings.

Todmorden, Yorks.—Plans have been submitted for a canteen, etc. at Adamroyd Mill, for S. and A. Barkers (Successors) Ltd.

Wakefield.—National Miners' Welfare Joint Council, Hobart House, London, S.W.1, propose a canteen and pithead baths.

Watford.—Bedford Products and Light Engineering Co. Ltd., Otterpool Way, Watford Bypass, propose erection of a new factory at Lower High Street. T.C. is recommended to approve plans. S. Lee Bapty and Co. Ltd., Hatfield Works, Hatfield, propose erection of a factory. Plans submitted: Industrial development at Station Estate, Balmoral Road, for A. Monk and Co. Factory at Lower High Street, for the Bedford Products.

Wednesbury.—Rubery Owen and Co. Ltd., of Darlaston, have received Town Planning approval for factory and factory extension proposed at Holyhead Road, Moxley.

Welwyn Garden City. — Murphy Radio Ltd., propose new factory and offices, to cost £150,000.

West Cumberland.—The West Cumberland Industrial Development Co. Ltd., has asked the Board of Trade for permission to build two "advance" factories at West Cumberland.

Whitley Bay, Northumberland.—A garage and coachbuilding works is proposed on Foxhunters' Industrial site, Shields Road, Whitley Bay, by G. Turk, Links Garage, Whitley Bay.

Winchester.—Curry's Ltd., 77 Uxbridge Road, London, W.5, plan to erect a new factory.

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Summary of Official Publications and New Rulings

BILLS

Reinstatement in Civil Employment. Dated November 15, 1950. *H.M.S.O.* 4*d*. To make further provision for reinstatement in civil employment of people serving in the Armed Forces. (*See also our issue of December, 1950, page* 267.)

Restoration of Pre-War Trade Practices Bill. Dated November 1, 1950. *H.M.S.O.* 3*d*. To amend restoration of Pre-War Trade Practices Act, 1942, with respect to the period by reference to which obligations are imposed on employers in respect of departures from trade practices and the time at which such obligations are to take effect. (*See also our issue of December, 1950, page* 265.)

STATUTORY INSTRUMENTS

No. 1817. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (England and Wales) Wages Regulation (No. 2) Order, 1950. Dated November 10, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 2*d*. (Amends Order R.N.T. (3) and (4), as amended by Order R.N.T. (6), to provide for the exclusion of part-time cleaners when calculating the staff employed at a shop for the purpose of computing the minimum remuneration of a shop manager or manageress. Also amends provisions relating to minimum overtime rates and guaranteed weekly remuneration. Operative as from November 27, 1950.)

No. 1837. The Factories (Evening Employment) Order, 1950. Dated November 13, 1950, made by the Minister of Labour and National Service under Regulation 59 of the Defence (General) Regulations, 1939, having effect by virtue of the Supplies and Services (Transitional Powers) Act, 1945 (a), as extended by the Supplies and Services (Extended Purposes) Act, 1947 (b). *H.M.S.O.* 1*d*. (Enables women to be employed in the evening at times which would not be permissible under the Factories Act, 1937, without such employment being treated as overtime for the purposes of Part VI of that Act. Operative as from December 3, 1950.)

No. 1838. The Made-Up Textiles Wages Council (Great Britain) (Constitution) Order, 1950. Dated November 14, 1950, made by the Minister of Labour and National Service under Section 20 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 1*d*. (Brings the constitution of the Made-Up Textiles Wages Council into conformity with the requirements of the Act. It also abolishes the District Trade Committee established by this Council under the Trade Boards Act, 1909 and 1918. Operative as from November 21, 1950.)

No. 1867. The National Insurance (Industrial Injuries) (Medical Certification) Amendment Regulations, 1950. Dated November 22, 1950, made by the Minister of National Insurance under Sub-Section (1) of Section 51 of the National Insurance (Industrial Injuries) Act, 1946. *H.M.S.O.* 1*d*. (Amends the National Insurance (Industrial Injuries) (Medical Certification) Regulations, 1948, by enabling a medical certificate, in the form of a Special Intermediate Certificate covering a period of up to four weeks, to be given in any case of prolonged incapacity even though the claimant is being examined or treated at more frequent intervals. Operative as from November 28, 1950.)

No. 1868. The National Insurance (Industrial Injuries) (Claims and Payments) Amendment Regulations, 1950. Dated November 22, 1950, made by the Minister of National Insurance under Sections 25 (1) (b) and 52 (1) of the National Insurance (Industrial Injuries) Act, 1946 (a). *H.M.S.O.* 1*d*. (Provide in certain cases for claims for industrial injury benefit to be made in advance and for payment of benefit in respect of such claims to be made by the Minister pending their determination by an insurance officer. Operative as from November 28, 1950.)

No. 1915. The National Insurance (Seasonal Workers) (No. 2) Regulations, 1950. Dated November 30, 1950, made by the Minister of National Insurance under Section 65 of the National Insurance Act, 1946 (a), and the National Insurance Joint Authority (b), in exercise of powers conferred by Section 10 (3) of that Act, in conjunction with the Treasury. *H.M.S.O.* 1*d*. (Revoke and reproduce Regulations 3 and 4 of the National Insurance (Seasonal Workers) Regulations, 1950, and enable, in certain circumstances, contributions as a self-employed or non-employed person to be taken into account for the receipt of unemployment benefit in the case of seasonal workers for days of unemployment in periods when they are normally employed. Also revoke Regulation 11 of the National Insurance (Unemployment Benefit) (Transitional) Regulations, 1948. Operative as from December 5,1950.)

No. 1919. The Boot and Floor Polish Wages Council (Great Britain) Wages Regulation Order, 1950. Dated November 30, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 2*d*. (Amends Order B.P. (31) by increasing the general minimum time rates and piece work basis time rates payable. Operative as from December 15, 1950.)

No. 1942. The Road Haulage Wages Council Wages Regulation Order, 1950. Dated December 4, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (d). *H.M.S.O.* 3*d*. (Revokes Order R.H. (34), and increases statutory minimum remuneration payable. Operative as from December 22, 1950.)

No. 1946. The National Insurance (Residence and Persons Abroad) Amendment (No. 2) Regulations, 1950. Dated December 5, 1950, made by the Minister of National Insurance, in conjunction with the Treasury, under Section 60 of the National Insurance Act, 1946 (a). *H.M.S.O.* 2*d*. (Provide the period within which certain persons returning from abroad may pay contributions under Regulation 6 of the National Insurance (Residence and Persons Abroad) Regulations, 1948. Also remove the time limits for the exercise of the option to pay certain contributions and the present requirement that contributions as a non-employed person paid in respect of a period abroad can only be treated under Regulation 3(3) of those Regulations as paid in respect of an employed contributor's employment if the payment is made outside Great Britain. Operative as from December 11, 1950.)

No. 1947. The National Insurance (Contributions) Amendment (No. 2) Regulations, 1950. Dated December 5, 1950, made by the Minister of National Insurance, in conjunction with the Treasury, under Sections 2 (5) and 60 of the National Insurance Act, 1946 (a). *H.M.S.O.* 3*d*. (Provide periods within which persons who have been detained in legal custody, or who have resumed full-time education or full-time unpaid apprenticeship, may pay contributions. These Regulations also apply to contributions which persons are entitled, but not liable, to pay under the National Insurance (Contributions) Regulations, 1948, or the National Insurance (Residence and Persons Abroad) Regulations, 1948. Operative as from December 11, 1950.)

GENERAL

The Future Development of Higher Technological Education. Report of the Advisory Council on Education for Industry and Commerce. Issued by the Ministry of Education, November, 1950. *H.M.S.O.* 1*s*. (*See also our issue of December, 1950, p.* 265.)

Accidents—How They Happen and How To Prevent Them.

Vol. 5. Issued by the Ministry of Labour and National Service, Factory Department. *H.M.S.O. 9d. quarterly.*

Report of the Chief Inspector of Mines for the Year 1948. Issued by the Ministry of Fuel and Power, December 1950. *H.M.S.O.* 1s. 6*d*.

Report of H.M. Electrical Inspector of Mines for 1949. Issued by the Ministry of Fuel and Power, December, 1950. *H.M.S.O.* 1*s*.

National Insurance (Industrial Injuries) Act, 1946, Tuberculosis and other communicable diseases in relation to nurses and other health workers. Report of Industrial Injuries Advisory Council on question of whether tuberculosis and other communicable diseases should be prescribed under the Act. Issued by the Ministry of National Insurance. November, 1950. Cmd. 8093. *H.M.S.O. 6d.* (*See also p.* 317.)

INDUSTRIAL COURT AWARDS

No. 2277. Iron and Steel Trades. Reference: Claim by the employers for revision of the agreement of 1921 regarding ratio of apprentices to fully-skilled roll turners as follows: for one fully-skilled roll turner—one apprentice, and for each three fully-skilled roll turners thereafter—one apprentice. Award: The Tribunal awarded as follows: one apprentice for one fully-skilled roll turner: two apprentices for four fully-skilled roll turners: three apprentices for seven fully-skilled roll turners: four apprentices for ten fully-skilled roll turners, and so on in proportion of one apprentice for each additional three fully-skilled roll turners. (November 3, 1950.)

No. 2278. Fair Wages Resolution. Reference: Complaint by Scottish Painters' Society that employers had not observed requirements of Fair Wages Resolution passed by the House of Commons, (October, 1946) in respect of Air Ministry contract. Award: In favour of claim. (November 14, 1950.)

No. 2279. Fair Wages Resolution. Reference: Complaint by Amalgamated Union of Building Trade Workers that employers had not observed requirements of Fair Wages Resolution passed by the House of Commons, (October, 1946) in respect of contract for Shifnal Rural District Council. Award: In favour of claim. (November 14, 1950.)

No. 2280. Cemetery Workers. Reference: Imperial War Graves Commission—Claim and counter-claim regarding rates of pay for gardeners employed in France, Belgium, Holland and Germany. Award: The Court awarded that gardeners above the grade of gardener's labourer, Grade II be paid plus rates on that rate as follows: Gardener's labourer, Grade I—7s.; Gardener-caretaker—12s.; Gardener-caretaker after 15 years' service—18s.; Head Gardener, Grade C—18s.; Head Gardener, Grade B—24s.; Head Gardener, Grade A—30s. November 20, 1950.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1540. Rates of Wages and Annual Holidays of Certain Workers Employed in the Wholesale Fruit and Potato Trade in Newcastle-upon-Tyne. Claim: For additional week's holiday with pay, and increase of 5s. per week to adult workers. Award: The Tribunal awarded that rates of wages for motor drivers be increased by 5s. per week, and of porters and warehousemen by 3s. per week for workers of 21 and over, with pro rata increases for juniors. They found the claim for an additional week's holiday with pay not established. (October 16, 1950.)

No. 1541. Rates of Wages and Conditions of Employment of Colliery Winding Enginemen in Great Britain (Awards Nos. 1340 and 1469). Claim: For a flat rate of 35s. per shift and for variation in certain conditions of employment. Award: In view of the previous award of the National Reference Tribunal which established the rates of winding enginemen, they were not prepared to interfere with the findings of that Tribunal, and found the claim for a flat rate of 35s. per shift not established. (October 17, 1950.)

No. 1542. Working Week of Anhydrite Miners at Billingham. Claim: For 40 hour week without loss of earnings for underground miners. Award: The Tribunal awarded that normal working hours be 42 per week, without loss of earnings. (October 18, 1950.)

No. 1543. Rates of Wages and Annual Holidays of Clerical Workers Employed in the Silk Industry in the Leek Area. Claim: For specified salary scales and annual holidays for clerical workers. Award: The Tribunal awarded the following rates of pay:

Males		Females	
years	per week	years	per week
15	36s.	15	36s.
15½	40s.	15½	40s.
16	45s.	16	45s.
16½	51s.	16½	51s.
17	55s.	17	55s.
17½	59s.	17½	59s.
18	65s.	18	65s.
18½	69s.	19	70s.
19	74s.	20	75s.
20	84s.	21	80s.
20½	89s.		
21	97s. 6d.		

These rates apply to office workers only, not to clerical workers employed in mills or warehouses. The Tribunal referred back for settlement by negotiation the rates of Grade 2 and Grade 3 workers as defined by the Joint Industrial Council for the Silk Industry. (October 18, 1950.)

No. 1544. Rate of Wages of Certain Domestic Workers Employed in Hospitals and Allied Institutions throughout Great Britain. Claim: That workers using mechanically propelled scrubbing machines and auxiliary equipment be paid Group 2 rate laid down by the Ancillary Staffs Council. Award: In favour of workmen. (October 19, 1950.)

No. 1545. Rates of Wages of a Worker Formerly Employed by a Firm of Railway Wagon Builders and Repairers in Doncaster. Claim: That workman should have been paid agreed rate of £4 18s. per week during his employment with the company. Award: In favour of workman. (October 19, 1950.)

No. 1546. Minimum Rates of Wages of Managers and Manageresses Employed in Retail Meat Shops in England and Wales. Claim: For increase of 6s. per week in existing rates. Award: The Tribunal awarded an increase of 4s. per week. (October 25, 1950.)

No. 1547. Question as to the Observance of Recognised Terms and Conditions of Employment in Respect of a Certain Worker Formerly Employed by an Engineering Firm at Manchester. Claim: Whether employers were observing recognised terms and conditions in respect of a named worker. Award: The Tribunal found that the firm were not observing terms and conditions in that they did not give the worker concerned one week's notice or payment in lieu, and the Tribunal awarded accordingly. (October 26, 1950.)

No. 1548. Rates of Wages of Workers Employed in the Wood Box, Packing Case and Wooden Container Industry. Claim: For increase of 1d. per hour for all adult workers. Award: The Tribunal awarded an increase of 1d. per hour for adult male and ½d. for adult female workers. (October 31, 1950.)

No. 1549. Remuneration of Certain Workers Employed by an Engineering Company at Birmingham. Claim: The company should observe a specified agreement in the engineering industry regarding conditions of employment of skilled toolroom operatives. Award: In favour of workmen. (October 31, 1950.)

No. 1550. Dismissal of a Worker Formerly Employed by an Engineering Firm in Scotland. Claim: For reinstatement of worker dismissed by the company. Award: The Tribunal were not prepared to recommend his reinstatement in his former position, but considered the company should offer him alternative employment. (November 3, 1950.)

No. 1551. Wage Rate of Certain Workers Employed on a Particular Class of Masonry Work by a London Firm of Building and Civil Engineering Contractors. Claim: That company should implement decision of the National Joint Council for the Monumental Masonry Industry by paying operatives employed on stone engraving machines in con-

(*Concluded overleaf.*)

Summary—*concluded.*

nection with certain specified work craftsmen's rate. Award In favour of workmen. (November 6, 1950.)

No. 1552. Annual Holidays in the Building Brick and Allied Industries. Claim: For additional week's annual holiday with pay. Award: The Tribunal awarded that two weeks' annual holiday with pay be granted from 1951. (November 8, 1950.)

No. 1553. Rates of Wages of Certain Workers Employed by the Coventry Corporation. Claim: That agreed increase of 6s. a week be paid in full to all manual employees in the non-Trading Services of the Coventry Corporation. Award: The Tribunal awarded that wages of the workers concerned be increased by 5s. 4d. per week. (November 13, 1950.)

No. 1554. War Bonus of Certain Employees of the Royal Liver Friendly Society. Claim: Dispute regarding decision of the Society gradually to eliminate War Bonus payments, and discontinue payment of War Bonus to employees entering the Society's service after July, 1948. Award: The Tribunal found in favour of the union's claim that the war bonus scheme operating prior to July, 1948, should be restored as from that date and awarded accordingly. (November 13, 1950.)

No. 1555. Rate of Wages of Temporary Lightmen Employed in the Ship Building and Ship Repairing Industry in the Clyde District. Claim: For increase of 2s. per hour for unskilled workers under specified Industrial Court Award. Award: Claim not established. (November 17, 1950.)

No. 1556. Remuneration and Shift Allowance of Laboratory Testers Employed by an Oil Refining Company. Claim For salary increases and shift allowances for laboratory testers. Award: The Tribunal awarded minimum annual salary rates as follows:

Age	Salary £	Age	Salary £
16	145	23	320
17	165	24	335
18	205	25	355
19	240	26	370
20	265	27	390
21	285	28	410
22	305		

They found the claim for variation in method of shift payments not established and awarded accordingly. (November 21, 1950.)

No. 1557. Tonnage Bonus for Certain Workers Employed by Iron and Steel Firms on the North-East Coast. Claim: That tonnage bonus based upon output be paid to platelayers and platelayers' labourers. Award: The Tribunal found that workers regularly employed as members of platelaying gangs be paid a tonnage bonus based on output of 3s. 6d. per week. (November 22, 1950.)

No. 1558. Wage Rates of Male Workers Employed on Certain Knitting Machines in the Hosiery Industry. Claim: Dispute concerning rates for certain machines. Award: The Tribunal awarded that piece-rates for the knitting of fine gauge full fashioned hose on 51 gauge, 30 and 32 section machines should be those agreed upon by the Joint Negotiating Committee on August 28, 1950. (November 24, 1950.)

No. 1559. Remuneration of Certain Weavers in the Harris Tweed Industry. Claim: That the 1d. per yard granted by agreement to weavers classified as self-employed persons under the National Insurance Act, 1946, should not be disturbed as a consequence of the increase of 2d. per yard in weaving rates granted under the Tribunal's Award No. 1403 dated February 21, 1950. Award: In favour of the claim. (November 24, 1950.)

No. 1560. Remuneration of Certain Employees of an Electrical Engineering Company. Claim: For a general increase in basic rate of all grades in the Inspection Department; and the re-classification of Grade II inspectors. Award: The Tribunal awarded an increase in the basic rates of all grades of 1½d. per hour: they found the application for the re-classification of Grade II inspectors into the category of skilled workers not established. (November 25, 1950.)

No. 1561. Holidays in the Cotton Industry. Claim: For an extension of existing paid holidays from 110 to 114 hours per year so as to provide two weeks' instead of one weeks' summer holiday. Award: Claim not established. (November 29, 1950.)

No. 1562. Rates of Wages and Conditions of Employment of Certain Workers Employed by a Firm of Horticultural Pottery Makers at Nottingham. Claim: For observance by company of specified rates of wages. Award: The Tribunal awarded rates as follows for a five-day week of 44 hours: labourers, 104s. 6d.; machinemen, 107s. 3d.; skilled fettlers, 112s.; setters and burners, 121s.; men employed in clay pits, 112s. 8d. Night-work to be paid at time-and-one-quarter. Overtime to be paid as follows: Monday to Friday—first two hours, time-and-one-quarter; thereafter time-and-one-half; Saturday—subject to completion of full normal week, first two hours, time-and-one-quarter; thereafter time-and-one-half; Sunday—double time. Payment at daywork rate to be made for all Bank holidays. Two weeks' annual paid holiday to workers with one year's service, and one day's paid holiday for each month's service to those with less than one year's service. (November 30, 1950.)

No. 1563. Remuneration of Certain Workers Employed by an Engineering Company at Clydebank, Scotland. Claim: Dispute concerning alteration in the standard times for a particular set of operations. Award: Claim not established. (November 30, 1950.)

No. 1564. Claim for Payment in Lieu of Notice in Respect of a Worker Formerly Employed by an Engineering Firm at Birmingham. Claim: For payment in lieu of notice in accordance with engineering agreement. Award: In favour of workman. (December 1, 1950.)

REINSTATEMENT IN CIVIL EMPLOYMENT ACT, 1944

Pamphlet No. 85. Reinstatement in "Civil employment under the Crown." Determination of question whether and when reasonable and practicable to reinstate. Allegation that because officer discharged from Army unit as unfit for "any form of military service" therefore unfit for civilian employment as assistant record officer. Effect of Royal Warrant of 1940 and Treasury minute of November 1944 in relation to reinstatement rights and obligations. Form and effect of "recommendations and orders." Whether compensation "order" or "recommendation" subject to deduction in respect of unemployment benefit or income tax.

INDUSTRIAL SUPERVISORS' PROGRESS

SECOND anniversary issue of "The Supervisor," official organ of the Institute of Industrial Supervisors, records the development of this very valuable organisation over the period since its inception. No less than fifteen provincial organisations have been set up and are flourishing, and from all areas there is evidence that the Institute is filling a long-felt need.

The anniversary number contains several pages of "Birthday Greetings" from well-wishers from all over the country and is in itself something of which the Institute can be proud. It is a tribute and a witness to the inspired hard work that has built up the organisation to its present height. The secretary, Mr. "Jim" Mansell strikes a warning note against complacency, however, and urges even faster growth in the next twelve months.

To mark the occasion the *format* of the journal has been changed and on the whole this is an improvement. The new "Supervisor" handles better and looks more professional than its predecessor, but we must make one constructive criticism. The titling of the various articles is the weakest feature of the production and the Editors lose a great deal of emphasis by their consistent failure to use some form of distinctive initial at the beginning of each item. Small points such as this can make all the difference between dullness and brilliance. And where the material is so good it is a pity not to add such a finishing touch.

THE MONTH'S DATES

British Institute of Management

2 Winter Proceedings. Management House, 5.30 p.m.
23 Winter Proceedings. Management House, 5.30 p.m.

Burton Manor—Course 165

8-19 "The Human Factor in Industry with Special References to the Shipping, Docks and Allied Industries." Wirral.

Burton Manor—Course 169

14-26 "Supervisory Management." Wirral.

Industrial Welfare Society

5-8 Residential Course "Welfare of the Worker." Clacton.

Institute of Economic Engineering: South London Region

12 Annual General Meeting, followed by discussion "Time Study versus Rate-fixing." Opened by F. P. Lee. "Elephant and Castle Hotel," S.E.1.

Institute of Economic Engineering: North London Region

12 "Rate-fixing in the Heavy Engineering Industry." G. Haynes. "George Hotel," Wembley, 7 p.m.

Institute of Economic Engineering: North-West Region

19 "Industrial Statistics." John W. Parker, B.Sc., Engineers' Club, Manchester, 7.30 p.m.

Institute of Industrial Administration

3 "Management in America." Lewis C. Ord. Bristol, 7.30 p.m.

Institute of Industrial Supervisors: London Central Section

11 Annual General Meeting. Polytechnic, Regent Street, 7.30 p.m.

Institute of Industrial Supervisors: Bristol Section

11 Annual General Meeting and Section President's Address. Central Hall, Old Market, 7.30 p.m.

25 "Management and Foremanship." Dr. W. G. Hiscock (*The National Smelting Co. Ltd.*). Grand Hotel, 7.30 p.m.

Institute of Industrial Supervisors: Coventry Section

4 Annual General Meeting and Members' Discussion Night. Geisha Café, Hertford Street.

Institute of Industrial Supervisors: Newark-on-Trent Section

9 Annual General Meeting and Section President's Address. County Technical College, 7.30 p.m.

Institute of Industrial Supervisors: Rotherham Section

11 Annual General Meeting and Section President's Address. College of Technology, 7.30 p.m.

25 "Joint Consultation." Capt. J. Waters (Personnel Manager, *The Yorkshire Copper Works Ltd.*). College of Technology, 7.30 p.m.

Institute of Industrial Supervisors: Wednesbury and Darlaston Section

25 Annual General Meeting and Section President's Night. Works Canteen, Metropolitan Camell Ltd., Wednesbury, 7.30 p.m.

Institute of Welfare

12 "The Work of the National Institute of Industrial Psychology." I. S. Gordon-Brown. West Central Hotel, 101 Southampton Row, W.C.1.

Institution of Works Managers

24 "What is this Production Control?" H. F. Webb (Webbus Die-sinking and Engraving Co. Ltd.). Waldorf Hotel, W.C.2, 6.45 p.m.

Institution of Works Managers: Leicester Branch

16 "Management and Productivity." J. Ayres (*Brush Electrical Eng. Co. Ltd.*). Bull's Head, Loughborough, 7 p.m.

Institution of Works Managers: Manchester Branch

12 "Disabled Persons in Industry" (illustrated). Sir Frederick J. West, G.B.E., J.P. (*West's Gas Improvement Co. Ltd.*). Grand Hotel, 6.30 p.m.

Institution of Works Managers: Merseyside Branch

9 "Managing a Small Factory." A. H. Huckle (*A. E. Walsh and Partners Ltd.*). Adelphi Hotel, Liverpool, 6.30 p.m.

Institution of Works Managers: Sheffield Branch

2 "The Works Manager." J. Ayres (*Brush Electrical Eng. Co. Ltd.*). Grand Hotel, 7.30 p.m.

Institute of Personnel Management

11 "Rewards for Management" one-day Conference for senior personnel executives of large firms. (Limited attendance.) Charing Cross Hotel, W.C.2.

Royal Society for the Prevention of Accidents

16-27 Twenty-sixth Safety Officers' Training Course. Broadstairs.

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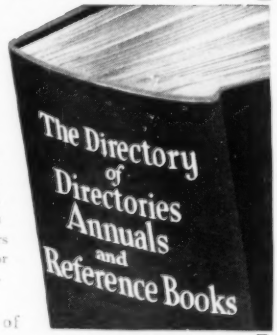

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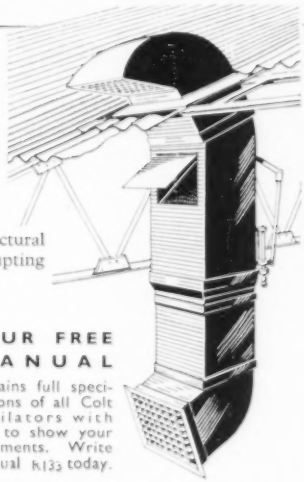

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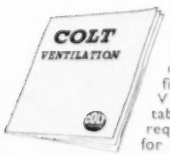

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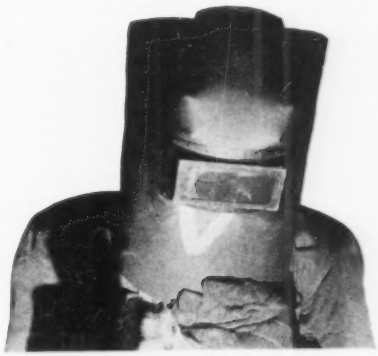

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